



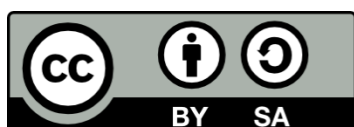
A3. Managers' Skill Development Massive Open Online Course (MOOC)

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Module 1. Defining Inclusion and Diversity in the Workplace: why managers have to achieve D&I in their teams, defining key concepts of D&I

Introductory Video to the Module

Welcome to the module "Defining Inclusion and Diversity in the Workplace: why managers have to achieve D&I in their teams, defining key concepts of D&I" which was designed to aid managers in getting acquainted with the concepts of diversity and inclusion, understanding the importance and influence of diversity and inclusion policies on people and organisations, and cater to the needs of diverse groups of employees while keeping negative behaviours at bay.

The principles of diversity & inclusivity are becoming part of our working lives and incorporating them in the workplace can only advance knowledge, creativity, and sense of belonging. Managers can play a key role in advancing an organisation's active approach towards respecting age, gender, race, religion, sexual orientation and disabilities, thus providing supportive work relationships, and increasing employee engagement and employer branding.

Enterprises implementing successful inclusion programmes report higher employee engagement and retention, increased employee mental health, and high productivity rates. Diverse skills and viewpoints play an enriching role in the corporate environment, and this also reflects in the organisation's overall productivity and outputs and enhances the organisation's corporate excellence.

Diversity and Inclusion-sensitive managers should furthermore be well educated on the challenges facing people from diverse backgrounds and lead by example. They should furthermore actively combat toxic behaviours such as sexual harassment, microaggressions, bullying and exclusion that can poison the working environment. Women, people from racial, ethnic, and sexual minorities, as well as people with disabilities are often targeted by those offensive workplace behaviours. A truly diverse and inclusive organisation cannot allow for such phenomena to take place and should take direct action to prevent them.

https://www.youtube.com/watch?v=7mzZ_5_ONWo&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=2&pp=iAQB

Lesson 1

Diversity Defined: A Business Case for D&I

Unit 1. Introduction

Through Diversity and Inclusion (D&I), enterprises possess a powerful tool to embrace all different individuals in the staff and to foster a common sense of belonging. There exists a pressing need for managers to become acquainted with those terms, their definition, the business case about them, and how they are being applied in contemporary corporations.

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Based on the knowledge present in the current chapter, managers will be able to work with the concepts of D&I with greater confidence and ease.

Unit 2. Quiz

Question 1

What do you think can be the benefits of a company that embraces Diversity and Inclusion practices?

- a. Greater employee satisfaction
- b. Positive atmosphere in the workplace
- c. Increased productivity and innovation

d. All of the above

Unit 3. Theoretical chapter

The Business Case of Diversity

Introduction

Human diversity is omnipresent in every moment of one's life, yet biases and prejudices impede the wholehearted embracement of diversity. Thus diversity in the workforce is an issue long discussed among managers. Recognising, embracing, and promoting diversity is now one of the top priorities of many significant enterprises around the world.

Definition of diversity

Diversity in the workplace has been defined as having a workforce that includes different backgrounds and origins (Cooks-Campbell, 2023).

The contemporary working environment comprises of people from various backgrounds. This diversity goes beyond the visible characteristics, and can thus be identified as a multi-dimensional diversity (ibid.). Diversity in the workplace can take the following forms:

- Functional diversity

The modern workforce includes people of different functions. An office could never really function if it would employ people from only one profession.

- Racial and ethnic diversity

In the modern and globalised society it is common to have colleagues who belong to a different racial or ethnic group.

- Gender and sexuality diversity

You may encounter people from all genders and sexual orientations in the modern workplace.

- Socioeconomic diversity

Not all colleagues you meet be from the same socioeconomic group.

- Educational diversity

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Likewise, not all colleagues will have a university or a postgraduate degree.

Recognising this diversity is of paramount importance for a company to embrace and leverage the diversity present in its workforce. Understanding and respecting all individuals regardless of their background is an unnegotiable moral imperative. However, is there a business case for diversity, and how would diversity help an organisation become stronger?



Photo by Matheus Viana on [Unsplash](#)

The business case for Diversity

The business case for diversity is a compelling argument according to which, embracing diversity in the workplace brings a multitude of benefits that can positively impact a company's performance and bottom line. This positive impact manifests itself through various channels. At first, diverse teams foster innovation and creativity. When individuals from different backgrounds, experiences, and perspectives come together, they bring a wider range of ideas and approaches. This diversity of thought can lead to more innovative solutions, improved problem-solving, and fresh perspectives that can help a company stay competitive in a rapidly changing market.

Furthermore, recognising and embracing diversity improves employee engagement and morale. When employees feel included and valued for their unique contributions, they are more likely to be motivated, satisfied, and loyal to the organization. This, in turn, strengthens employee retention and fosters a positive work environment allowing collaboration and cooperation to thrive.

However, experts have warned that incorporating diversity into corporate life should be an honest expression of the management's wish to allow for all individuals to thrive. The business case for diversity provides a profit-driven explanation and reasoning behind introducing diversity policies into a company. Yet if over-promoted, this business case may give a negative signal that the company is interested in diversity only for its own profit. The rational argument

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needs thus to be balanced by the moral imperative of doing the right thing for the sake of ethics and justice. Thus diversity needs to be the end, and not merely means to an end (Georgeac and Rattan, 2022).

Unit 4. Step-by-step Activity (how to video)

Observing diversity in the workplace.

<https://www.youtube.com/watch?v=8nEZLQ8yZRA&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=1&pp=iAQB>

Unit 5. Theoretical chapter

The business case of inclusion

Introduction

You have now become acquainted with diversity in the workplace and you have learnt how to observe it. You are furthermore able to recognise and respect your coworkers' diversity in day to day life in the workplace. Understanding inclusion is the next step in this course.

Definition

The Merriam-Webster Dictionary defines inclusion as *the act of including and the act or practice of including and accommodating people who have historically been excluded (as because of their race, gender, sexuality, or ability)* (Merriam-Webster, n.d.).

In the workplace, inclusion is the concept that ensures that everyone feels valued and respected as a person (Inclusive Employers, n.d.).

Parallel to diversity and inclusion, **inclusive diversity** is an interesting concept describing the situation where an organisation ensures that its working environment provides for the harmonious coexistence and cooperation between its employees in their full diversity.



Image by rawpixel.com on [Freepik](https://www.freepik.com)

The business case for inclusion

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As explained in Unit 3, also inclusionary policies need to be honest expressions of a company leadership's willingness to make everyone feel accepted and at home. The business-related benefits of introducing inclusive policies in the workplace cannot be ignored though.

- **Collaboration:** Creating a welcoming environment where everyone is belonging fosters the open exchange of ideas and encourages participation and collaboration.
- **Talent attraction:** Being fully inclusive and giving everyone the chance to shine brings forward the best talents. Inclusive companies tend to attract talented people, while the positive atmosphere in the workplace creates a feeling of belonging and strengthens employee retention.
- **Innovation:** Welcoming people from diverse backgrounds and fostering a climate of acceptance and belonging enables the development of innovative ideas. Studies have shown that when we engage with people from different backgrounds we are prone to thinking better. Innovation requires risk-taking as well. People would not be willing to express risky opinions if they do not feel encouraged to express their opinions.
- **Inclusive leadership:** Inclusive leaders encourage inclusivity starting from themselves, by recognising and combatting their own prejudices. This way they lead by example, and render inclusion a real core value of the organisation. By enhancing inclusive behaviours, inclusive leaders become a point of reference for diverse employees.

Unit 6. Case Study Activity

This case study is based on the [Autism at Work initiative](#) developed by SAP, a European IT company, to embed Diversity and Inclusion into its day to day life.

At SAP the [Autism at Work program](#) focuses on hiring employees that are on the autism spectrum. Started in 2013, it was one of the first of its kind to place an intentional emphasis on hiring candidates that are differently abled. Through this program, SAP has been able to incorporate employees on the spectrum into the organization, and it has been a huge success.

Making neurodiversity a priority is essential for fostering a more inclusive workplace. It can require employers to take a hard look at their hiring and managing practices and see where neurodiverse candidates and employees could slip through the cracks. Hiring an employee on the autism spectrum is only the first step in the process of creating a welcoming workplace for neurodiverse employees. Managers may need to adjust some of their practices to make an employee on the spectrum feel more comfortable in their work environment. It may also mean that team members need to be more thoughtful in the ways they communicate with one another.
[...]

At SAP, the Autism at Work program is proud to have a 90 percent retention rate of hires on the autism spectrum because it creates a system of support around those employees. Mentors are there as a resource when needed, and program members can connect and share their experiences with each other. It is a community dedicated to uplifting all SAP employees on the spectrum.

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Ultimately, encouraging neurodiversity makes companies more inclusive and more innovative. Individuals who identify on the autism spectrum bring with them new ways of looking at things. This encourages the whole team to start thinking creatively. Combining all of those different perspectives and ideas within a team naturally fosters an environment that is innovative and forward-thinking.

The Autism at Work program is a significant step in creating a workplace that is inclusive for all employees.

Now please answer to the following questions:

1. Which group of people did SAP address in this initiative?
2. What was the company's business case behind this initiative?
3. How has this D&I initiative fared so far? What is the retention rate of diverse employees?
4. Think of potential ways your company could employ diverse groups of people.

Unit 7. Additional Learning Resources

- [Success stories](#)

In this resource, TAP Network explores lessons learnt and best practices in equity, diversity, inclusion, and belonging from companies that implemented such programmes.

- [Business Case for Diversity and Inclusion: A Quick Guide](#)

This article presents the advantages of incorporating inclusive practices in the workplace and creating a diverse and inclusive culture.

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Lesson 2

Leverage Diversity and Inclusion for Organizational Excellence

Unit 1. Introduction

As leaders, managers play a major role in a company's effort to promote D&I, and they can make or break its D&I Strategy. Now that you have been acquainted with D&I and its business case, it is time to delve deeper into why D&I is important for businesses and how managers can leverage D&I in their organisation.

Unit 2. Quiz

Question 1

How can senior managers improve a company's D&I strategy?

- Lead by example.
- Practice D&I with every decision they take.
- Both a and b**

Unit 3. Theoretical chapter

Why D&I matters

Introduction

All significant corporations have mainstreaming D&I as one of their top priorities. What are the actual advantages for businesses and their leadership from hiring people from varied backgrounds and integrating them into the organizational structures, aside from establishing a friendly and warm work environment? Why should managers pay attention to creating diverse teams?

A universe of new opportunities

Contemporary managers are already leveraging the skills, experiences, and insights brought by people from diverse backgrounds in the workplace.

The existence of people with different ideas and experiences means a greater diversity of talents and pool of skills that a company can draw inspiration from. Engaging diverse people in a single workspace encourages the exchange of ideas and different problem solving practices. This fact creates the prerequisites for **higher creativity**. When creativity is encouraged, people flourish and **productivity rises**.

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A company that employs people from different backgrounds furthermore has a well-founded **cultural awareness** and can function better in the globalised economy. From a linguistic aspect, employing people from different countries/continents of origin would help the company's potential expansion aspirations. Having a Hindi-speaking person would be a great asset if a company would be interested in expanding to India for example. Additionally, company managers would be more culturally sensitive when meeting executives from different cultures (Ability Options, n.d.).



Image by [Freepik](#)

A company developing D&I initiatives and functioning as a safe space creates a **good reputation** around its name and raises the chances that people from diverse backgrounds will apply for it. It thus sets the foundations for becoming a pole of attracting better and diverse talents. Someone coming from a minority group will feel safer to apply to a company when they know that this company leaves no room for discrimination and actively supports Diversity and Inclusion.

Finally, a company respecting company respecting D&I will have more **marketing opportunities**. By including diverse groups of people in its marketing campaigns (e.g. racial minorities and disabled people in advertisements) the company will be able to address a wider clientele and maximise its profit (ibid.).

Unit 4. Step-by-step Activity (how to video)

Developing a D&I vision and action plan for my team

<https://www.youtube.com/watch?v=SYy18XVyS-g&list=PLWJT1RSsL25WZrHPbI0DmFpfEU8JoBUE3&index=3&pp=iAQB>

Unit 5. Theoretical chapter

The role of managers in building inclusive teams

Introduction

Managers have a major role to play in achieving diverse and inclusive teams. A diversity-sensitive manager understands the value of D&I in a team and can make the difference towards forming vibrant organisations made up of people from diverse backgrounds able to thrive in a welcoming working environment. In this Unit we explore how managers can further D&I in an organisation and build inclusive teams.

Education

A successful D&I manager will focus in theirs and their colleagues' training in order to be fully capable of recognising their own unconscious biases, direct performance appraisals in a more effective way, and develop a profound understanding of discrimination-related issues, such as racism, sexism, homophobia, ableism, and ageism, from point of views that are different from their own. By investing in education, a manager actively sets the foundations of a workspace free of bias and discrimination that can host and foster diversity (Dunivan, 2020).

Taking action

Diversity and Inclusion is not just another virtue-signalling motto for a company. It is a framework of values that should guide every action taken by a company's leadership. Before acting, a manager should contemplate how the action they're about to take promotes D&I, and also from a negative point of view, whether their intended action harms the company's D&I goals. A manager's actions that reflect inclusionary practices are thus a strong signal that the organisation respects D&I and allow for the creation of a diverse team (ibid.).

Metrics

A company should make sure it has the capacity to measure its performance in achieving D&I. Through setting measurable goals and frequently monitoring progress towards achieving them, a company can know how its D&I strategy is going, and whether corrective measures are needed to bring the strategy back on track. It's a manager's responsibility to ask for those data to be registered and used to monitor the organisation's performance towards achieving D&I objectives (ibid.).

Accountability

A manager should create a culture of accountability in regards of D&I in a company. They should lead by example and always be ready to accept criticism or listen to comments on the way they are handling business. Furthermore, they should hold themselves and other managers accountable for their actions in the field of D&I (ibid.).

Awareness

A manager should make sure there exists ample space for employees to feel safe to communicate their preferred pronouns and other issues they identify with. They ensure that they and every other manager respect those (ibid.).

Respect differences

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It is important to remember that people can have different and disagreeing views and feel free to express those. However, as a manager you should always be prepared to intervene when those differences are expressed in a non-respectful way (ibid.).

To sum up, a manager play a major role in a company's Diversity and Inclusion process. They should act as a unifying and leading figure setting the tone for others to follow, and lead by example also in regards to Diversity and Inclusion issues. When building diverse teams, they bear a great responsibility and need to exercise caution.



Unit 6. Case Study Activity

For this activity, you will need to read through Microsoft's [Racial Equity Initiative](#) initiated in 2020.

<p style="text-align: center;">Racial Equity Initiative</p> <p>We are committed to helping address racial injustice and inequity in the US for Black and African American communities. The commitments we outlined in June 2020 are actions and progress we expect to make or exceed by 2025.</p> <p>Racial Equity Initiative</p> <p>We are committed to helping address racial injustice and inequity in the US for Black and African American communities. We are using data, technology, and partnerships to help improve the lives of Black and African American people in the US, including our employees and their communities. American communities. The commitments we outlined in June 2020 are actions and progress we expect to make or exceed by 2025.</p> <p>Increasing representation & strengthening inclusion</p>
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We are building on our momentum by adding a \$150 million investment to strengthen inclusion and double the number of Black and African American, Hispanic, and Latinx leaders in the US by 2025.

Engaging our ecosystem

We are using our balance sheet and relationships with suppliers and partners to foster societal change and create new opportunity.

Now, contemplate on what you find more important for this strategy to succeed.

Then you may read the following excerpt of the company's Diversity and Inclusion Report for 2022.

2022 Diversity & Inclusion Report: Driving progress through greater accountability and transparency

Oct 27, 2022

Lindsay-Rae McIntyre - Chief Diversity Officer, Microsoft

Today I am sharing Microsoft's 2022 Global Diversity & Inclusion Report, our fourth annual report and our ninth year of releasing our global workforce demographic data. This year's data shows that globally we are a more diverse Microsoft overall today than we have ever been, with the highest year-over-year representation progress of the past five-year period for many employee communities. We're motivated by our ongoing progress, and this year's growth feels particularly meaningful in the context of significant challenges around the world.

As one of the most transparent companies of our size when it comes to the diversity and inclusion data we share, we are continually evaluating where we are now and where we aspire to be. This year, in addition to the extensive data we usually share, we're adding new data on U.S. populations that include multiracial employees and those with military experience, as well as data on workforce exits by women and men globally and race and ethnicity in the U.S., and more detail on representation of women worldwide by geographic regions. We are also sharing additional pay analysis data to further highlight the opportunity for us to continue to make progress on representation at all levels of the company.

[...]

We're energized by our strides toward fulfilling our commitment made in 2020 to double the number of Black and African American and Hispanic and Latinx people managers, senior individual contributors and senior leaders in the U.S. by 2025 as part of our Racial Equity Initiative.

- For Black and African American people managers (below Director level), we're 116.0% of the way to our 2025 commitment.
- For Black and African American Directors, Partners and Executives — including people managers and individual contributors — we're 92.0% of the way to our commitment.

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- For Hispanic and Latinx people managers (below Director level), we're 46.5% of the way to our commitment.
- For Hispanic and Latinx Directors, Partners and Executives — including people managers and individual contributors — we're 57.6% of the way to our commitment.

Follow-up or Debriefing Questions

1. How does Microsoft approach the issue of Diversity and Inclusion?
2. Which of the dimensions described in Unit 5 does Microsoft address in its D&I initiatives?

Unit 7. Additional learning resources

- [How to Turn Middle Managers Into DEI Champions](#)

This article explains how middle-level managers can make a huge difference in a company's D&I activities and how to engage them.

- [How Managers Can Sustain Diverse and Inclusive Workplaces](#)

A publication exploring additional ways in which managers can assist in the development and maintenance of vibrant and diverse workplaces.

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Lesson 3

Diversity and Inclusion for Different Target Groups

Unit 1. Introduction

A successful D&I strategy for a diverse organisation takes into account the needs of different groups of people within the organisation. Those people may face a variety of biases and discrimination in the social and professional life, and the management should be aware of this dimension. Furthermore, toxic behaviours such as sexual harassment and bullying need to be identified and combatted early on. In this chapter you can expect to learn more about adapting your D&I approach to a wider audience and to limit hurtful behaviours in the workplace.

Unit 2. Quiz

Question 1

How can senior managers improve a company's D&I strategy?

- a. Lead by example.
- b. Practice D&I with every decision they take.

c. Both a and b

Unit 3. Theoretical chapter

Racial minorities, Gender, Sexual orientation, Individuals with disabilities

Introduction

As previously discussed, D&I strategies need to address all members of an organisation in their full diversity (Allegis Group, 2018). In this Unit you will learn why and how to shape your Diversity and Inclusion initiatives for various target groups.

Racial and ethnic minorities

Ethnicity and race can be a serious reason for discrimination both in the wider social context and within a corporation. A person belonging to a racial or ethnic minority is likely to face multiple hurdles towards being hired in a company. To begin with, the lower intergenerational wealth inherited by those persons in many cases does not allow them to pursue a higher education and as such practically blocks their chances for upwards social mobility. This leads to an underrepresentation of persons from racial and ethnic minorities in the pool of talents a company may be hiring from.

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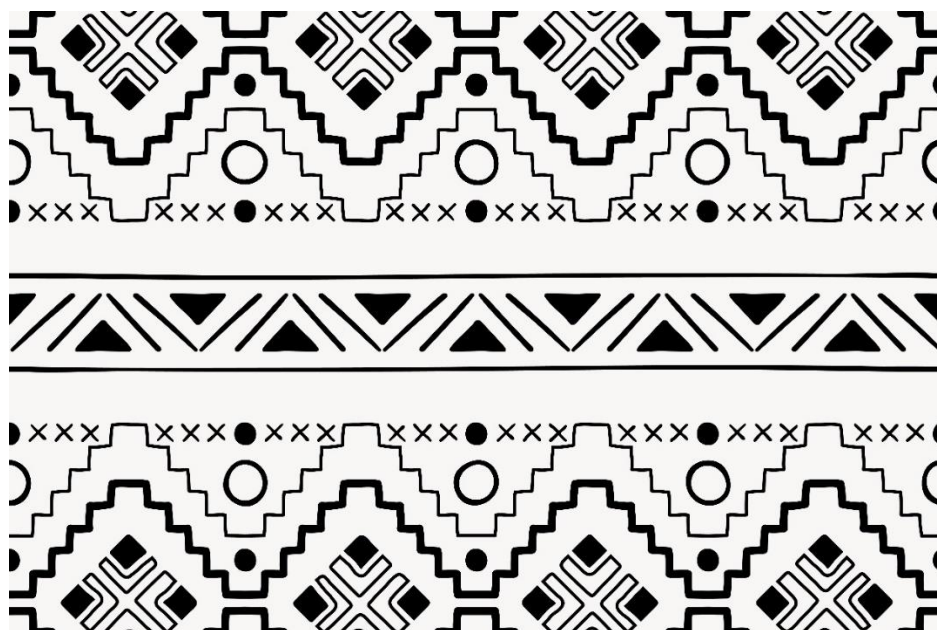
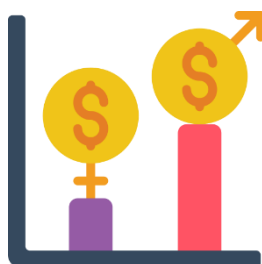


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Persons belonging to racial and ethnic minorities are furthermore more likely to face biases during the hiring procedure as well as in their life as employees. Managers responsible for hiring should make sure that the hiring criteria are crystal clear free of racial biases, and should furthermore encourage and welcome applications from such individuals. Furthermore, no racist or discriminatory behaviours should be tolerated in any level within the company, and HR managers should be an accessible contact point for complaints.

Gender

As we observed previously, there have never been as many women in the workforce as during our time. However, issues such as the gender pay gap and the so-called glass ceiling continue to obstruct women's careers and often discourage women from contribute more to an organisation.



Despite the EU enshrining the "equal pay for equal work" principle from as early as the Treaty of Rome in 1957, the pay gap in the EU is real. For reference, in 2023, women in Europe earned 12.7% less per hour than their male counterparts (European Parliament, 2020).

Image by [Flaticon](#)

Apart from the pay gap, working women are facing a "glass ceiling", an invisible obstacle that does not allow them to rise in the hierarchy. According to the European Commission, less than 8% of top enterprises' leaders are women, while women managers have been reported to earn 23% less than male managers (European Commission, n.d.). This is a staggering rate that should be alarming D&I managers and policymakers.

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Sexual orientation and gender expression

Hate and discrimination against people belonging to the Lesbian, Gay, Bisexual, and Trans* (LGBT+) community is sadly widespread in the social and legal context, even in Europe.

Discrimination and biases against LGBT+ coworkers have been reported (Ellsworth et al., 2020). According to a Bruegel study, homosexual men are more likely to remain stuck in lower managerial positions and face a glass ceiling toward higher management posts vis-à-vis comparable heterosexual men. OECD data support this statement and illustrate that the high-level managerial work gap is -6% for lesbian women and -16% for homosexual and bisexual men (Schraepen, 2022).



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Individuals with disability

Persons with disabilities have been continuously underrepresented in employment throughout Europe. If not directly excluded from the labour market, many persons with disabilities find themselves in low quality employment or exploitative conditions (Buchanan and Hammersley, 2023, p. 11).

With disabilities we mean physical, sensory, intellectual, and mental ones. Physical disabilities include mobility impairments, while sensory disabilities include poor or absent senses of vision, hearing, and speech. Intellectual disabilities are life-long conditions unable to be treated with medication and referring to a slow intellectual development. Mental disabilities are mental disorders that can be treated with medication or therapy.

Unit 4. Step-by-step Activity (how to video)

Addressing the needs of various target groups within the organisation

<https://www.youtube.com/watch?v=nNleE4cx-wk&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=4&pp=iAQB>

Unit 5. Theoretical chapter

Sexual harassment in the workplace, Microaggressions, Bullying and exclusion

Introduction

In 2017, the **#MeToo** movement shocked the world by revealing how many women had experienced sexual harassment particularly in the movie industry. The movement quickly expanded beyond this sector and let all victims of sexual harassment express their experiences. Thanks to those persons, the world could begin to grasp the magnitude of the phenomenon. In this chapter we will discuss the definition and consequences of sexual harassment in the workplace, together with microaggressions, bullying and exclusion. They all constitute phenomena that can deeply traumatise employees and ruin the atmosphere of inclusion and belonging a company may be building.

Sexual harassment

Workplace sexual harassment can originate from a colleague, superior, or a customer, and can take many forms. Unsolicited touching, inappropriate comments, and promises of promotion or other work-related favours in exchange for sex are all cases of sexual harassment. Further examples include:

- Comments on someone's body
- Requests for sex
- Jokes about sex or sexual acts
- Swear words related to the victim's gender or gender expression

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- Sending emails or messages with sexual content (pictures or words)

For a behaviour to classify as sexual harassment, emphasis should be given on how the person receiving the behaviour feels. Furthermore, a behaviour remains sexual harassment even if the victim does not immediately ask the perpetrator to stop or proceeds to reporting it to a manager or to the police (Equal Rights Advocates, n.d.). Victims of sexual harassment can suffer from deteriorating mental health (depression, anxiety, PTSD) and also exhibit physical symptoms (e.g. headaches) (ibid.).

A company should have solid rules in place against sexual harassment and train its staff from top management down to the bottom of the hierarchy on the topic.

Microaggressions

Microaggressions are statements or comments that feel insensitive or hurtful to the recipient. Those comments usually touch upon some part of the recipient's identity and are usually directed against marginalised groups. This is not universal, however, since they can happen to basically everyone. Examples of microaggressions can be:

- "You are not like the other Black people," Implying that Black people need to conform to a stereotype.
- "Oh you're a white guy. Why worry about fitting in?" Implying that all white men feel comfortable and confident.
- "You are good at maths/engineering/computers for a woman." This is a misogynistic microaggression. While looking like a "compliment" to a woman's skills, it originates from the extremely sexist stereotype of women not being capable to do maths or technology-related jobs.
- "You don't look trans*!" While meant as a comment about a trans* person passing as cisgender, such comments classify as microaggressions, since they imply that trans* people have to look like a specific way.
- Avoiding interacting with a homosexual person of the same sex out of "fear" they are going to flirt with you. That's a common homophobic microaggression.

Microaggressions in the workplace can increase the victim's sense of stress and burnout and lower their job satisfaction. An organisation that wishes to ensure all its staff members experience an inclusive job environment must provide training on recognising and responding to microaggressions (Washington, 2022).



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Picture by [Saif71.com](https://www.saif71.com) on [Unsplash](https://www.unsplash.com)

Bullying and exclusion

Bullying at work is an actively offensive behaviour undermining and humiliating a colleague. It can take place face-to-face or through emails or other means (ACAS, n.d.).

Exclusion is another, more subtle form of bullying. It is less easy to recognise, since exclusionary behaviours do not actively insult the victim. Its consequences are however equally detrimental. Exclusion happens when a group of employees ostracises another employee, effectively cutting them off from specific social occasions in the workplace. This behaviour makes the victim feel alone and unrecognised. In the long term, the person experiencing exclusion may feel they are helpless and not worthy of attention. This may lead to them avoiding expressing their ideas and contributing to the company's work and becoming actively counterproductive.

Apart from the destructive effects on the person's mental and also physical health, exclusion and bullying may also negatively affect the company's productivity to a great extent (Lifexchange, n.d.).

Unit 6. Case Study Activity

Please read the following case on harassment and bullying in the workplace.

How to handle workplace bullying

We spend most of our time at work. Not everybody loves their job, but we all deserve to feel comfortable and at ease in the workplace. Your working environment should be a supportive one, where everyone can work towards their goals without undue pressure or attention.

There's a perception that bullying is something that only happens at school, as if you'll leave education and never meet a bully again. Unfortunately, some people never grow up. Bullying is a problem across ages and environments. It's by no means restricted to school. In fact, bullying in the workplace is more commonplace than you'd think.

[...]

How to spot the signs of bullying

Although there is no legal definition for workplace bullying, HSE explain that it involves negative behaviour targeted at an individual, or individuals, repeatedly and persistently over time. According to the chair of Acas, Sir Brendan Barber, such behaviour is on the rise in the UK. "Callers to our helpline have experienced some horrific incidents around bullying that have included humiliation, ostracism, verbal and physical abuse," he said.

"But managers sometimes dismiss accusations around bullying as simply personality or management-style clashes, whilst others may recognise the problem but lack the confidence or skills to deal with it." When even those in charge are ignoring signs, it can be difficult to determine what is and isn't bullying.

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Bullying in the workplace could be in person, or online. In fact, many bullies suddenly feel a lot braver when they can target people through a computer. But it won't go unnoticed, nor should online bullies get off scot-free with such damaging behaviour

[...]

The first steps to deal with bullying in the workplace

Get to know your company's policy. Your employer should have a policy on behaviour in the workplace, including information on bullying. Find out all the details you can, including processes on informing supervisors and the steps you can expect them to take.

Start informally. If you feel safe enough, the best thing you can do is to first talk to the person who is bullying you. In some cases, they might not be aware how their behaviour is affecting you. Talking to them may cause them to reflect on how they've treated you.

Make management or HR aware. In many instances, it isn't possible to confront the perpetrator head on. Instead, you've got to make the relevant people aware of what's going on. Whether it's management, HR, or your trade union, they'll be able to take steps on your behalf to resolve the issue.

Keep any evidence. Gathering a record of the date, times, place, details and names of any witnesses of any bullying could prove invaluable if anyone asks you to substantiate your claims. Save any horrible emails, and document the times you've been left out of relevant meetings.

Find someone to talk to. Bullying is a stressful thing to go through. You shouldn't have to experience it alone. Having someone you trust to talk to will help you minimise the impact it has on your life.

Make an official complaint. If you feel like your problem hasn't been taken seriously by those you informed at work, and the bullying hasn't stopped, you can seek to make an official complaint via the usual grievance procedures. Your employee handbook will detail this process.

[...]

Deciding whether to take legal action

Taking legal action shouldn't be your first port of call. But if you feel, despite all your attempts, no progress has been made to stop the bullying, it's time to get advice on your legal rights.

It's important to have tried to resolve the problem with your company first. When you make a claim to an employment tribunal, that's one of the first things they'll ask you. If you can show them a record of the mistreatment, your efforts to resolve the issue, and the inaction from your company, then you could have a claim for constructive unfair dismissal. Bear in mind the following facts:

You need to have worked for your employer for 24 months

It needs to be considered harassment under the Equality Act 2010

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According to the Equality Act, something can be counted as harassment where the behaviour is meant to or has the effect of either:

Violating your dignity

Creating an intimidating, hostile, degrading, humiliating or offensive environment

What employers can do to prevent bullying

As an employer, you have a responsibility for your employees. Not only is it the right thing to do, but you have a legal duty under the Health and Safety at Work Act to ensure the health, safety and welfare of their employees – and that includes protection from bullying and harassment. With offensive behaviour affecting workers from the shop floor to the C-Suite, it's something for bosses to take seriously.

After contemplating on your company's approach to those detrimental behaviours, answer the following questions.

1. What are the first steps to be taken if someone falls victim to harassment, bullying, and exclusion?
2. What aspects should be considered before taking legal action?
3. How can employers prevent bullying?

Unit 7. Additional Learning Resources

- [European Parliament's Working Paper on Bullying at Work](#)

A comprehensive document outlining what constitutes bullying and how it can be limited.

- [Harassment and sexual harassment](#)

This resource developed by the Council of Europe sheds light into the phenomena of harassment and sexual harassment.

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Module 2. From Unconscious to Conscious Bias

Introductory video to the Module

Welcome to module 2 entitled "From Unconscious to Conscious Bias".

By the end of the module, learners will develop an awareness of conscious and unconscious biases and their classification into different types. They will also acquire the knowledge that biases, despite their negative consequences, are changeable and not permanent. Consequently, they will recognize the possibility of taking steps to minimize biases' impact on their thoughts and behaviors.

Additionally, the module aims to help learners recognize that both conscious and unconscious biases manifest within the workplace and influence individuals' behavior and decision-making processes. Unconscious biases become problematic when employment decisions are influenced by stereotypes and assumptions stemming from these biases. Consequently, it is essential to comprehend the emergence of biases in the workplace and explore ways to prevent their influence.

Furthermore, learners will grasp the notion that overcoming biases in the workplace is challenging but not impossible. Commencing with managers and their personal biases, specific strategies can be implemented to mitigate biases within the work environment. These strategies are grounded in the understanding that everyone possesses biases that impact their professional conduct.

<https://www.youtube.com/watch?v=nRYvRSnWE5E&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=5&pp=iAQB>

Lesson 1

Defining Conscious and Unconscious Biases

Unit 1 Introduction

Biases can be both conscious and unconscious and can be categorized in various types. Although they usually have negative consequences, biases are malleable and are not permanent. Therefore, steps can be taken to limit their impact on our thoughts and behaviours.

Unit 2 Quiz

Unconscious bias can be in direct contradiction to a person's espoused beliefs and values.

- a. True
- b. False

Unit 3 Theoretical Chapter

What is Conscious & Unconscious bias

Bias is a prejudice in favour of or against one thing, person, or group compared with another usually in a way that's considered to be unfair. Biases may be held by an individual, group, or

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institution and usually have negative consequences. There are two types of bias identified in the literature: conscious and unconscious bias (Office of Diversity and Outreach, n.d.).



<https://pixabay.com/photos/play-figures-green-blue-play-wood-4541731/>

In the case of conscious bias, the person is very clear about his or her feelings and attitudes, and related behaviours are conducted with intent. In conscious bias, we know we are being biased, and we are doing it intentionally. For example, a person prefers to work with men rather than women, or a person who doesn't like to associate people with a different culture. These are all prejudices, which can discriminate against certain groups of people. In addition, conscious bias can be easily determined by the ideas and behaviour of a person. Conscious bias in its extreme is characterized by overt negative behaviour that can be expressed through physical and verbal harassment or through more subtle means such as exclusion (National Center for Cultural Competence, n.d.).

Unconscious bias operates outside of the person's awareness and can be in direct contradiction to a person's espoused beliefs and values. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing. Therefore, unconscious biases are prejudices and stereotypes individuals have about certain groups of people that they aren't consciously aware of. These biases may exist toward people of various races, ethnic groups, gender identities, sexual orientations, physical abilities and more. Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values (Virginia Wesleyan University, n.d.).



<https://pixabay.com/vectors/cranium-head-lightning-branching-3244118/>

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Biases and prejudices often develop in early childhood as children begin to make assumptions based on personal experiences. They may also receive stereotypes from parents, education systems and other cultural institutions, as well as from popular forms of media such as books, movies and television. As a result, unconscious biases can be forged over many years while going undetected (Reiners, Bailey, n.d.).

Researchers have found that unconscious bias is more widespread in society than conscious bias. They also concluded that unconscious bias may become more pronounced when the individual is under pressure or working on multiple tasks (Virginia Wesleyan University, n.d.).

Over the last three decades, our understanding of unconscious bias has evolved. Here's what we know (Office of Diversity and Outreach, n.d.):

- ✓ Unconscious biases develop at an early age: biases emerge during middle childhood and appear to develop across childhood.
- ✓ Unconscious biases have real-world effects on behaviour
- ✓ Unconscious biases are malleable. One can take steps to minimize the impact of unconscious bias.
- ✓ Unconscious biases are not permanent. In fact, steps can be taken to limit their impact on our thoughts and behaviours.

Therefore, the nature of unconscious bias is well understood, and an instrument, the Implicit Association Test (IAT), to assess unconscious bias has been developed and rigorously tested (Office of Diversity and Outreach, n.d.). The IAT measures the strength of associations between concepts (e.g., black people, gay people) and evaluations (e.g., good, bad) or stereotypes (e.g., athletic, clumsy). The main idea is that making a response is easier when closely related items share the same response key. Although the implicit association test is the subject of significant academic and popular debate regarding its validity, reliability, and usefulness in assessing implicit bias, it remains the most popular measure of biases (Greenwald, 2021).

Unit 4 Activity How-to-video

Identifying my own biases

<https://www.youtube.com/watch?v=wluFSaN3BO8&list=PLWJT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=6&pp=iAQB>

Unit 5 Theoretical chapter

Types of Biases

Biases manifest in different ways and have varying consequences. Some biases arise from judging people's appearances, some are derived from preconceived notions, and others are borne of logical fallacies. We explore these common biases in detail below (Cherry, 2022; Reiners, n.d.).

The Confirmation Bias

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The confirmation bias is the tendency to listen more often to information that confirms our existing beliefs. Through this bias, people tend to favour information that reinforces the things they already think or believe (Cherry, 2022)

The Hindsight Bias

The hindsight bias is a common cognitive bias that involves the tendency to see events, even random ones, as more predictable than they are. It's also commonly referred to as the "I knew it all along" phenomenon (Cherry, 2022).

The Anchoring Bias

The anchoring bias is the tendency to be overly influenced by the first piece of information that we hear (Cherry, 2022).



<https://pixabay.com/vectors/brain-cognition-design-art-2029391/>

The Misinformation Effect

The misinformation effect is the tendency for memories to be heavily influenced by things that happened after the actual event itself. A person who witnesses a car accident or crime might believe that their recollection is crystal clear, but researchers have found that memory is surprisingly susceptible to even very subtle influences (Cherry, 2022).

The Actor-Observer Bias

The actor-observer bias is the tendency to attribute our actions to external influences and other people's actions to internal ones. The way we perceive others and how we attribute their actions hinges on a variety of variables, but it can be heavily influenced by whether we are the actor or the observer in a situation (Cherry, 2022).

The False Consensus Effect

The false consensus effect is the tendency people have to overestimate how much other people agree with their own beliefs, behaviours, attitudes, and values (Cherry, 2022).

The Halo Effect

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The halo effect is the tendency for an initial impression of a person to influence what we think of them overall. Also known as the "physical attractiveness stereotype" or the "what is beautiful is 'good' principle" we are either influenced by or use the halo to influence others almost every day (Reiners, n.d) .



https://unsplash.com/photos/qyEsmQ_K9RM

The Horn Effect

The horn effect, closely related to the halo effect, is a form of cognitive bias that causes one's perception of another to be unduly influenced by a single negative trait. An example of the horn effect may be that an observer is more likely to assume a physically unattractive person is morally inferior to an attractive person, despite the lack of relationship between morality and physical appearance (Reiners, n.d).

The Self-Serving Bias

The self-serving bias is a tendency for people tend to give themselves credit for successes but lay the blame for failures on outside causes. When you do well on a project, you probably assume that it's because you worked hard. But when things turn out badly, you are more likely to blame it on circumstances or bad luck (Cherry, 2022).

The Availability Heuristic

The availability heuristic is the tendency to estimate the probability of something happening based on how many examples readily come to mind (Cherry, 2022).

The Optimism Bias

The optimism bias is a tendency to overestimate the likelihood that good things will happen to us while underestimating the probability that negative events will impact our lives. Essentially, we tend to be too optimistic for our own good.

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These are just a few examples of the many biases that can influence our thinking and decision-making processes. It's important to be aware of these biases to make more informed and objective judgments (Cherry, 2022).

Unit 6 Activity How-to-video

Managing your own unconscious biases

https://www.youtube.com/watch?v=YvPDm_b5Bz0&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=7&pp=iAQB

Unit 7 Additional Learning Resources

- [Harvard Implicit Association Test](#)
The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that you have an implicit attitude that you did not know about.
- [How to overcome our biases? Walk boldly toward them](#)
Diversity advocate Verna Myers looks closely at some of the subconscious attitudes we hold toward out-groups. She makes a plea to all people: Acknowledge your biases. Then move toward, not away from, the groups that make you uncomfortable.
- [Outsmart Your Own Biases: How to broaden your thinking and make better decisions.](#)
When making decisions, we all rely too heavily on intuition and use flawed reasoning sometimes. But it's possible to fight these pernicious sources of bias by learning to spot them and using the techniques presented in this article, gleaned from the latest research.

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Lesson 2

Conscious & Unconscious biases in the workplace

Unit 1 Introduction

Both conscious and unconscious biases are evident in the workplace and affect how people behave and make decisions. Unconscious bias becomes dangerous when employment decisions are based on stereotypes and assumptions from unconscious bias. Therefore, it is necessary to understand how biases emerge in the workplace as well as ways to avoid them.

Unit 2 Quiz

Is Unconscious Bias in the Workplace Illegal?

- a. Yes
- b. No**

Unit 3 Theoretical Chapter

Conscious & Unconscious biases in the workplace

There are many types of biases that can be evident in the workplace and may affect the decision-making process in various ways. The most common biases in the workplace are the following:

Gender bias

Gender bias is at play when one gender is given preferential treatment over another in the recruitment process or in the workplace. An example of this is when it was reported that ten NHS organisations in England had a median hourly pay gap that favoured men, with the gap ranging from 0.1% of median hourly pay to 52.5%. According to Harvard Business School women don't apply for jobs that they are not 100% qualified for but men are more likely to apply for jobs that they are not qualified for. According to this research, women apply for jobs when they meet 100% of the criteria, while men apply if they meet just 60%. The Harvard Business School survey also found that women tend to get less credit for success and more blame for failure and that 49% of women felt disadvantaged in their career due to their gender as opposed to 4% of men (National School of Healthcare Science, n.d.).

Ageism

Ageism can affect both young and older people. It can sometimes be more difficult for individuals to change careers later on in life as recruiters may want new talent and not want to recruit someone who is older. That would be one example of ageism at work. At the same time, younger people might be suitably qualified but find it hard to get a senior role because they look too young or are assumed not to be capable of a role because of their age (Easy Llama, (n.d); National School of Healthcare Science, n.d.).

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<https://www.pexels.com/el-gr/photo/834863/>

Confirmation bias

Confirmation bias can play a role at the very beginning of the recruitment process when you first review an application form and you form an initial opinion of the candidate based on attributes like where they're from, where they went to school or university, or if they have a similar interest to you etc. This opinion you have of the candidate can follow you into the interview process and consequently steer questions to confirm the initial opinion you had of the candidate. This kind of effect can follow the candidate all the way through their career within an organisation, with them being treated more favourably, thus making it easier for them to be successful (Easy Llama, (n.d); National School of Healthcare Science, n.d.).

The Halo & the Horn effect

The halo effect can come into play at any stage of the recruitment process. For example, it could be in play when you see a candidate who may have worked at a highly-regarded company or may have graduated from a certain university and you judge the candidate heavily on the merit of their university or past place of work rather than their skills or other aspects of their application. Oppositely, the horn effect may take place if the candidate has worked at a company with a bad reputation and that affects you negatively (National School of Healthcare Science, n.d.).

Affinity bias

Affinity bias can sometimes be in play when an organisation recruits someone they like and know will get along with the team. Affinity bias can influence a recruitment decision when the decision is to recruit someone who shares similar interests, experiences and backgrounds to the recruiters. This does not necessarily help produce a diverse team that will bring in different ways of thinking and represent a wide range of viewpoints. While similarities should obviously never disqualify a candidate, they should not be the deciding factor either (National School of Healthcare Science, n.d.).

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<https://www.pexels.com/el-gr/photo/3184291/>

Attribution bias

During recruitment, attribution bias can be involved if recruiters make decisions about candidates where they attribute something unusual or potentially problematic about their application or behaviour as being an inherent feature of their personality or indeed of their gender, ethnicity or other 'protected characteristic'. We might find attribution bias at play when an employee is treated differently because they do not approach a task in the same way as other people in the department and when this difference is negatively attributed to some 'quality' possessed by the employee (National School of Healthcare Science, n.d.).

Conformity bias

When your recruitment panel get together to review a candidate's application and conduct an interview, conformity bias can cause individuals to sway their opinion of a candidate to match the opinion of the majority. The problem with conformity bias is that the majority is not always right, which may result in your team missing out on an excellent candidate because individual opinions become weakened in a group setting. Conformity bias can also take place where people agree with those individuals who have more power in a group. For example, in team meetings where one individual may hold the power and influence and others in the team feel some pressure to agree with the opinion of this powerful individual (Easy Llama, (n.d); National School of Healthcare Science, n.d.).

Unit 4 Activity How-to-video

Identifying the type of bias

<https://www.youtube.com/watch?v=XFMY4mX8kBE&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=8&pp=iAQB>

Unit 5 Theoretical Chapter

The Negative Impact of Conscious & Unconscious biases in the Workplace

Conscious and unconscious biases negatively affect the workplace in numerous ways. The most common examples are the following:

1. Biases Can Create Unfair Disadvantages

Unconscious biases can have a negative effect on a team. For example, if leadership is affected by an unchecked unconscious bias, then they can create unfair advantages or disadvantages for employees affected by that bias. The downside to this is that certain employees will receive this unfair treatment despite not having any of their work performance taken into consideration. This can hurt team morale and push employees away from the business (Easy Llama, n.d).

2. Biases Prevent Diversity and Culture in the Workplace

Leaders of the business are in charge of creating a healthy, productive workplace. Part of the development of a healthy workplace is including diversity and culture. Biases influence people's actions which can prevent diverse cultures from entering the workplace. So understanding and tackling these cultural issues in the workplace are important. Remember that all people are different and different minds offer unique and fresh perspectives in a productive work environment (Easy Llama, n.d).

Also, when workplace diversity is impeded, it creates a homogeneous echo-chamber of ideas and ways of thinking that stifle innovation. A January 2018 study by the Boston Consulting Group found evidence that diversity in leadership teams improves both business innovation and financial performance. An October 2015 report in Economic Geography showed how culturally diverse leadership teams correlate to an increased likelihood of new product development. The study's authors referred to this competitive edge as a "diversity bonus" (Cairnes, 2021).

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<https://unsplash.com/photos/Zyx1bK9mqmA>

3. Biases affect the hiring process

In the hiring process, when managers conduct an interview, they can unknowingly fall victim to a bias that they may have. This can affect whether the managers decided to hire the candidates or not based on the manager's subconscious attitude towards that person during the interview (Davies-Greenwald, n.d.).

4. Biases increase Employee Turnover

One way unconscious bias can hinder a business's financial success is through the added costs of lower productivity and high employee turnover in a work environment that employees perceive as unfair, as a July 2017 study from the Center for Talent Innovation revealed. For instance, 31 percent of employees who said they perceived workplace bias reported that they planned to leave their job within the year, compared to 10 percent who did not perceive bias (HR Dive/Skillsoft, n.d.).

5. Biases affect decisions about promotions

When considering people for promotions, managers can be affected by an unconscious bias. Rather than considering a person's work performance or contribution to a team, a manager can base a promotion off of a bias that they may have about certain people (Easy Llama, n.d).



<https://unsplash.com/photos/6sl88x150Xs>

6. Biases increase the risk of lawsuits

The perception of bias, intentional or not, can expose organizations to the risk of lawsuits that can prove costly to defend. If unconscious bias begins to affect business decisions and operations, a company may find itself facing charges of intentional - and illegal – discrimination (HR Dive/Skillsoft, n.d.).

To conclude, with so many potential risks, it's clear that ignoring unconscious bias is not an option for any business. This hidden threat can lead to a toxic company culture, loss of talented workers, lack of innovation, lower financial performance, and greater threat of litigation.

Unit 6 Case Study Activity

Unconscious bias in the workplace: The Terra Case

John Parson, president of Terra Minerals Limited (Terra), Ontario, put down his cell phone slowly. Talk about a kick to the stomach! He had just heard from an old friend from business school days, Dave Stack, who had called him with some disturbing information. Apparently, his recently appointed vice-president of Exploration, Steve Bartlett, had been fired by one of his previous employers for a serious drug-abuse problem about six years ago. Bartlett had made no mention of this event, nor had it been revealed in reference checks, and the termination was not evident on Bartlett's original application for employment with Terra.

In his three years with Terra, Bartlett's performance had exceeded all of Parson's and other executives' expectations. He was an excellent manager: he had the intuitive judgement essential to the exploration business, had helped to build a good staff of young geologists and geophysicists, and had maintained excellent control of his operations. During these years, Bartlett had earned four consecutive highly satisfactory performance appraisals. When Tom Camp, the vice-president of Exploration at Terra for 15 years, decided to retire, there was no hesitation in promoting Bartlett to the position.

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Parson was disturbed about the phone call for a number of reasons. The more he thought about Bartlett, the more he seemed to focus on Bartlett's lack of openness about himself with the executive team. Come to think of it, unlike the other executives and senior managers in the firm, Bartlett did not mix much socially. Further, Parson did not really know much about Bartlett and his family. Did he still have a problem? What would happen if Bartlett was confronted about this issue?

Above all else, Parson wondered what he should do now. Should Terra employ a senior executive officer with this kind of past?

This case study was derived from: Ivey Business School (n.d.) [Terra Minerals Limited](#). [online] Accessed June 2, 2023.

Reflective Questions

1. How did Parson view Bartlett before and after he received the phone call?
2. What kind of bias is Parson subjected to in this case?

Unit 7 Additional Learning Resources

- [The Real Effects of Unconscious Bias in the Workplace](#).

Unconscious biases in the workplace can stymie diversity, recruiting and retention efforts, and unknowingly shape an organization's culture. Unconscious bias can skew talent and performance reviews. It affects who gets hired, promoted, and developed — and this unwittingly undermines an organization's culture.

- [5 Examples of Unconscious Bias at Work and How to Solve Them](#).

There's no question that unconscious bias exists in the workplace. Unfortunately, this can often lead to unfairness and discrimination in the workplace. This article will discuss five of the most common examples of unconscious bias and how you can solve them.

- [Unconscious bias: Stereotypical hiring practices](#).

When most people think about reasons they're not getting hired, they don't realize some of it is due to unconscious bias. This talk is about the issue of stereotypical hiring, and how recruiters could be missing out on the best talent because of it.

Unit 8 References

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HR Dive/Skillsoft (n.d.) [What ignoring unconscious bias can cost your business](#). [online] Accessed May 31, 2023.

National School of Healthcare Science (n.d.) [Understanding different types of bias](#). [online] Accessed May 31, 2023.

Lesson 3

Overcoming biases in the workplace

Unit 1 Introduction

Overcoming biases in the workplace is difficult but not impossible. Starting from the managers themselves and their personal biases, certain strategies can be put in place to mitigate biases in the workplace. These strategies are based on the understanding that everybody has biases, and that they affect how people operate in their workplace.

Unit 2 Quiz

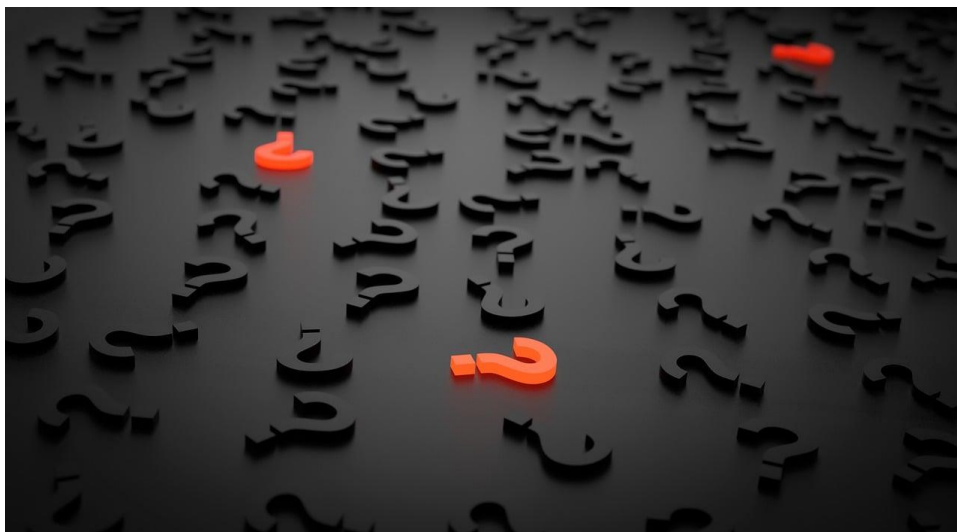
When a manager has a "gut feeling" about a hiring decision, this may hide unconscious bias.

- a. True
- b. False

Unit 3 Theoretical Chapter

Overcoming Personal Biases as a Manager

Effective self-management requires a certain level of professional self-knowledge. Achieving that can be trickier than it sounds, given the human tendency to overrate one's own abilities and performance. Even the most effectively self-managed leaders are biased. And that is because overcoming bias is not simply a matter of will. Like correcting a bad habit, you can retrain yourself to think in less biased and stereotyped ways. Motivation is key; research shows that people who seek to be fair and unbiased are more likely to be successful in purging their biases. Nevertheless, managers who are motivated to self-examine for bias are still likely to come to the conclusion that they are not biased. So how can managers overcome personal biases? (Tarallo, 2020)



<https://pixabay.com/illustrations/question-mark-important-sign-1872665/>

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Firstly, managers should not deny their own bias, but accept it as a natural byproduct of being human. Research shows that people who think they are unbiased are actually more biased than those who acknowledge they have biases (Tarallo, 2020).

Secondly, managers should label the bias, so they understand what type of bias it is. Once a manager learns more about various biases and work to disrupt the stereotypes and biased attitudes they harbour on an unconscious level, they can become better decision-makers (Tarallo, 2020).



<https://pixabay.com/photos/working-female-work-desk-office-791849/>

Similarly, managers should figure out which biases affect them the most. There are many unconscious biases, but finding out which ones are the most prevalent for them and their organization is imperative (Boksic, 2022).

Third comes the mitigation effort. A mitigation method for bias is through reframing key questions. In hiring, for example, many organizations look for hires that will be "a good cultural fit" and enjoyable to work with it on a day-to-day basis. Sometimes, the hiring manager uses what is called the airplane test—if you are sitting next to this person on an airplane and forced to chat for three hours, would you enjoy it? But a manager can mitigate similarity bias by reframing the hiring question to: if the plane went down and we had to work in tandem, which candidate would most enhance our chances of survival? Those are the people you want on your team, because complimentary skills are sometimes more valuable than similarities (Tarallo, 2020).

Another mitigation method for bias is by seeking out other perspectives. For example, when a manager makes a presentation, he/she can seek out feedback from someone who seems to have a different world view or approach to things, whose opinions seem to be on a different wavelength. By soliciting this different—even diametrically opposed view, the manager can mitigate his or her bias (Tarallo, 2020).

Moreover, a mitigation strategy is to use data to make decisions. Biases hide in narratives so managers should try to use data as much as possible. When managers use data to make

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decisions, they will suspend their unconscious biases and make the decision according to the data that they and have collected. The data-driven decision-making process will help managers limit “gut feeling” decisions and will present hard data as the source of making a certain decision. The questions won’t be “which candidates we liked the most” in the recruitment process, but “which candidates scored the highest on our pre-employment tests” (Boksic, 2022).

To conclude, as business leaders continue to uplift diversity and inclusion, recognizing and addressing bias becomes paramount. In doing so, you’re able to accelerate your business, cultivate a more inclusive company culture and make a meaningful positive impact on the lives of your employees.

Unit 4 Case study

Biases in performance evaluation: the ABC Case

ABC Company is a global organization that sells various products. As part of its sales force, the company employs a team of sales representatives responsible for generating revenue and acquiring new customers. The company conducts regular performance evaluations to assess the effectiveness of its sales representatives. However, concerns have been raised about potential bias in the evaluation process.

Namely, there were two cases in the latest ABC’s performance evaluation that were considered biased and could have been prevented.

The first case involved two employees - Nick and Susan – that were up for promotions. Both candidates were highly qualified, had similar years of experience, and received many positive accolades. They also received constructive feedback from their managers that needed to be taken into account for the promotion:

“Nick could work on his technical expertise.”

“Susan is challenging to work with.”

As we can see the two employees received a different type of feedback. Nick’s feedback was based on his skill set but Susan’s feedback was based on her work style. The main difference is that Nick’s negative feedback refers to a lack of skill which can be improved with the right guidance and training. On the other hand, Susan’s negative feedback raises doubts about her personality and seems like something that can’t be “fixed.” This difference resulted in Nick getting the promotion as opposed to Susan that wasn’t promoted.

The second case involved an employee named Jamie that was up for a bonus. At the beginning of the year, she landed a huge deal for the company and received a ton of recognition as a result. But in the last two months, her performance has slipped. Unfortunately, Jamie’s manager focused only on the recent events of the past few months during Jamie’s performance review and didn’t acknowledge Jamie’s incredibly valuable contributions from earlier in the year. As a result, Jamie did not get her bonus.

This case study was based on the article: [10 Performance Review Biases And How To Avoid Them](#). [online] Accessed June 12, 2023.

Reflective Questions

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1. Why decisions about Nick and Susan as well as Jamie were considered biased?
2. What kind of prevention strategies could have been put in place to avoid biases in the cases of Nick, Susan and Jamie?

Unit 5 Theoretical Chapter

How Managers Can Minimize Bias in Their Teams

Implicit biases are pervasive. Everyone possesses them, even people who are trained for objectivity such as judges and scientists. By way of specific data on the negative impact of unconscious bias, a 2017 Harvard Business Review/University of Chicago study surveyed over 1,000 employees of large companies to see if they perceived bias at their jobs. First and foremost, 9.2% of respondents reported that they did perceive bias—a significant number. And those who perceived bias were twice as likely to not feel proud of working for their company, three times as likely to say they planned on leaving the company within the year, and four times as likely to report feeling alienated at work (Ruiz, 2021).

Therefore, it is of paramount importance to avoid biases in the workplace; not only they can lead to false decisions, but they also affect how employees feel about their organization. Fortunately, there are some strategies on how to tackle unconscious bias in an organization:

1. **Label and name the types of biases that can occur:** By discussing the unconscious biases and bringing them to a conscious level, everyone in the organization can be aware of how these can influence their decision-making while hiring, promotions and mentoring. Discussing these biases and naming them can make them more explicit and transparent and transform organizational culture (Agarwal, 2018).
2. **Re-organize structures and systems to create a truly diverse workplace:** Biases in organizations may occur at any time but they are most frequently met during the recruitment process and performance evaluation. Human resource leaders need to ensure a robust and equitable hiring process for their hiring managers. Examples of a few core requirements include job descriptions based on competency matrices relevant to the actual role, the use of a hiring panel to mitigate and check individual biases and a quantitative evaluation process of each candidate during the hiring process (Shelton, 2022).

Anonymous resume audits, surveys of current and previous employees, and focus groups are helpful, where the discussion is framed around fairness and inclusivity. A regular diversity audit of the organization is crucial to be accountable, as well as tracking the hiring and promotional processes and pathways to ensure that no biases are affecting the progress of certain groups. Certain workplace behaviours such as bullying can be a result of unconscious biases, and often legally it is hard to prove and tackle. Allowing anonymous complaints process and peer mentoring can also help (Agarwal, 2018).

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<https://pixabay.com/photos/people-business-meeting-1979261/>

3. **Create collaborative projects and programs:** Projects that link the organization to the wider community, and those that help create a positive image of certain groups that are often stereotyped on the basis of their sex or race will reinforce the need to address and acknowledge the hidden biases. These will create an environment of honesty and transparency where the employees are compelled to confront their own social and cultural conditioning. Enabling systems where employees are rewarded for volunteering to bridge these gaps and those who successfully voice and address their hidden biases sends a really positive message to the rest of the community (Agarwal, 2018).
4. **Train employees to identify and combat bias:** unconscious bias trainings are an organizational strategy that people teams can roll out annually for employees across the company. As a crucial aspect of learning and development programs, these trainings can help align company-wide initiatives to create a more inclusive workplace, while empowering employees to reduce bias in their day-to-day work (Lattice , 2018).
5. **Encourage team members to speak up about biases:** The more people involved in a decision — and the more transparent the decision-making process is — the less likely an organization will be to be affected by unconscious biases. Create a culture that encourages open dialogue by establishing psychological safety for employees. Psychological safety occurs when people believe they won't be punished or humiliated for speaking up. In a safe environment, when employees realize a decision might have been influenced by unconscious biases, they won't be afraid to speak up and set the record straight (Lattice , 2018).



<https://unsplash.com/photos/QRKJwE6yfJo>

6. **Hold employees accountable:** When discriminatory behaviours are brought to light, actions should be taken to ensure the safety and wellbeing of the employees affected. But steps should also be taken to ensure the offender understands the impact they had on their colleagues and their work environment. Involving HR is a great first step and should include documenting the incident and following workplace policies for addressing discrimination. Sometimes, employees who were harmed by discriminatory behaviour don't wish to involve or address the offender, and that's okay. What matters is their needs are valued, centered, and affirmed by the people they chose to tell, and that their desire for confidentiality is honoured by everyone involved (Lattice , 2018).

Unit 6 Activity How-to-video

Interrupting Bias on Your Team

<https://www.youtube.com/watch?v=SCYZzBI2AvA&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=9&pp=iAQB>

Unit 7 Additional Learning Resources

- [A Review Examining Biases in Workplace Hiring and Promotion Processes](#)
This review examined three different types of workplace biases: racial, gender, and unconscious biases. Also, the review suggested a combination of awareness training and unconscious bias training to make concrete change within an organization's hiring and promoting process.
- [How to reduce bias in your workplace](#)
We all have bias -- especially the unconscious kind -- and it's preventing us from doing our best work. Gone unchecked, bias can make employees feel resentful, frustrated and silenced, and it can even lead to outright discrimination and

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harassment. These are the 3 ways to reduce bias at work, according to Just Work co-founders, author Kim Scott and CEO Trier Bryant.

- [Try These Strategies to Reduce Implicit Bias in Your Workplace](#)

HR professionals and their organizations can mitigate the effects of implicit bias, beginning with the employer's recruiting and hiring process and continuing through the employee's growth within the organization.

Unit 8 References

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Module 3. Becoming an Emotional Literate Manager

Introductory video to the Module

Welcome to module 3 entitled "Becoming an Emotional Literate Manager".

By the end of the module, learners will be able to define servant leadership and explain how this type of leadership affects diversity and inclusion metrics in the workplace. Furthermore, they will have the chance of applying in practice the habits and strategies of a servant leader in order to leverage some of the most useful aspects of servant leadership to strengthen their team's cohesion and support the formation of inclusive and diversified teams.

Additionally, the module aims to help learners become emotionally literate managers that acknowledge that diversity and inclusion and emotional intelligence are two things that feed one another. They will make use of the Empathy Canvas to gain a deep understanding of their team members and get introduced to a series of best practices for effectively communicating with their teams.

Finally, as Google's manager research revealed that one of the most important behaviors of the highest-scoring managers, that promote inclusion and diversity within their teams and organisations, was that they were effective coaches, this module will serve towards the direction of supporting managers to understand the essentials of the art of coaching. Learners will have the opportunity to exploit the GROW model for coaching effectively their teams' members and to set up and implement productive inclusive meetings by utilising the coaching approach.

https://www.youtube.com/watch?v=v755zih-_k4&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=10&pp=iAQB

Lesson 1 The Servant Manager

Unit 1 Introduction

A diverse and inclusive workplace is one that makes everyone, regardless of who they are or what they do for the business, feel equally involved in and supported in all areas of the workplace. As such, leaders should be able to "serve" their employees and make them feel valued and supported. Servant leadership is a leadership style that promotes diversity and inclusion as encouraging diversity of thought is one of its main characteristics.

Unit 2 Quiz

Servant Leaders never make use of their authority to make people do something.

- a. True
- b. False

Unit 3 Theoretical Chapter

What is Servant Leadership and how does it affect D&I metrics in the workplace?

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Getting workplace diversity and inclusion right requires a culture where everyone feels they belong and are valued. This responsibility falls on managers, who should act and feel as leaders, as research has found that a manager's/leader's actions contribute to a 70% difference as to whether an individual employee reports feeling included. Managers/leaders can build an inclusive culture by embracing **servant leadership** (Micallef, 2020).

The **servant manager/leader** moves beyond the transactional aspects of management, and instead actively seeks to develop and align an employee's sense of purpose with the company mission (Tarallo, 2018). Servant leadership occurs when the leader's main goal and responsibility is to provide service to their people. A servant manager/leader focuses on the people that belong to their teams, rather than the company as a whole. In servant leadership, the manager/leader ensures that team members are growing in all areas — their profession, knowledge, autonomy and even their health and physical development (Tait, 2020).

Servant leadership seeks to move management and personnel interaction away from "controlling activities" and toward a more synergistic relationship. The term "servant leadership" was coined by Robert Greenleaf, a twentieth-century researcher who was skeptical about traditional leadership styles that focus on more authoritarian relationships between employers and employees (Kenton, 2022).

The authority figure in servant leadership environments attempts to promote innovation, empower employees, and assure the well-being of those around them. Servant leadership also aims to develop leadership qualities in others. This leadership style requires an individual to demonstrate characteristics such as empathy, listening, stewardship, and commitment to the personal growth of others (Kenton, 2022).



<https://www.pexels.com/photo/women-standing-beside-corkboard-3184296/>

Being a servant manager/leader is not just about what you can do for your team members. It is being a servant to your values, creating a culture that reflects those same values and embraces diversity, as well as a willingness to learn the courage of your convictions. Here are **four steps** to develop into a better servant manager/leader (Hayzlett, 2019).

1. Encourage diversity of thought.

Servant leadership encourages everyone to think outside the box and considers every perspective when tasked with moving the needle forward. The final decision is the byproduct

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of collective collaboration and exchange of ideas. Power never rests with one person, but with everyone on the team contributing to the end result (Hayzlett, 2019).

2. Create a culture of trust.

How can executives build a higher level of trust? By being crystal clear about everything. All communications need to be specific and disseminated to every single level of the organization, top to bottom. If you are not transparent and fail to lead with a clear purpose, no one is going to follow you. Being transparent foments trust, which has a direct correlation to work performance (Hayzlett, 2019).

3. Have an unselfish mindset.

One common mistake managers/leaders make is thinking that profits and people are to be seen as separate entities when they should go hand-in-hand. You can't have one without the other, so why keep them separate? Great hero leaders help facilitate the success of others and make everyone feel valued and their contributions matter to the overall success of the company (Hayzlett, 2019).

4. Foster leadership in others.

Fostering leadership comes in many forms, including coaching, mentorship and growth. Servant managers/leaders give more of themselves not because they have to, but because they want to. Servant managers/leaders are transparent, honest, and yes, even vulnerable. That sounds like it would be a weakness, but it actually can help build them up as a leader and let others see them as human beings, not just the person who signs the checks (Hayzlett, 2019).



<https://unsplash.com/photos/376KN ISpIE>

As seen earlier, one of the four principles of servant leadership **is to encourage diversity of thought**. This means employing an inclusive mandate, through which diverse employees can support the development of the organization, by being in the spaces where decisions are made. This is about leadership recognizing the value and benefit of being more inclusive, in and of itself. It is also about attaching real, intrinsic value to diversity and equity through the development of leadership and organizational frameworks. The myriad of traits that diversity offers, cannot be found within a homogeneous leadership setting. Valuing diversity means accessing it from within, and supporting and developing the trust and ideologies around

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inclusion that only a truly authentic diversity and inclusive agenda can offer (Morris, 2021).

Unit 4 Case Study

Fostering Inclusion with Servant Leadership

Cloudera is a company that helps innovative organizations across all industries tackle transformational use cases and exact real-time insights from an ever-increasing amount of data to drive value and competitive differentiation. It was founded in 2008 by some of the brightest minds at Silicon Valley's leading companies, including Google, Yahoo!, Oracle, and Facebook. And in 2011, 24 engineers from the original Hadoop team at Yahoo! spun out to form Hortonworks. Both companies, who joined forces in January 2019, were founded on the belief that open source, open standards, and open markets are best. This belief remains central to our values, evidenced by our significant investments in engineers and committers working with the open-source community. Today, Cloudera has offices around the globe and is headquartered in Silicon Valley, California.

At Cloudera, they believe that:

- diverse teams can help organizations unlock innovations that allow them to adapt to market changes quickly and drive business growth. Such teams are more likely to understand a wider variety of audiences and identify unmet market needs as every member may have a different perspective on things. Since the ability to spot and seize game changers is becoming an increasingly mission-critical trait, it is important for D&I to remain a strategic priority.
- servant leadership is key to building a diverse, high-performing team.

This is why they have recently launched a pilot sponsorship program, which pairs executive sponsors and proteges from 19 underrepresented minorities and women who work at Cloudera. Going beyond the typical mentorship program where mentors provide sound advice to mentees, their six-month sponsorship program is designed to forge connections and representation in executive meetings for those who might not typically have it and to elevate talent and voices from across the organization. In short, sponsors will advocate for their proteges to ensure that they have the opportunities to succeed. This, in turn, helps create a more diverse pipeline for leadership positions in the company.

While we're still on their D&I journey, they are glad to share that their initial efforts have bore fruit. Their employees are highly engaged, driven, and willing to help their colleagues even those from a different department or geography — as they believe what they are doing contributes to the organization's overall goals.

All in all, at Cloudera they believe that servant managers/leaders are akin to gardeners. Their task is to create a nurturing environment and cultivate with care. They provide everyone with a safe place to openly share ideas (no matter how radical they may be), collaborate, and experiment, as well as empower them to perform their best. As such, managers/leaders who foster belonging and inclusion in this manner are more likely to have high-performing and creative teams that can help accelerate innovation and enhance business agility.

This case study was derived from: Cloudera (2020). [*Fostering inclusion with servant leadership*](#)

Reflective Questions

1. What traits do you believe Cloudera's managers possess in order to achieve diversity and inclusion through servant leadership?
2. How do you think the main principles of servant leadership are incorporated into the sponsorship programme Cloudera launched, as well as into the company's managers' daily practices?

Unit 5 Theoretical Chapter

Instilling a Servant Leadership Attitude in a Manager's Everyday Practice

According to Greenleaf's observations, the servant leader approaches situations and organizations from the perspective of a servant first, looking to lend their presence to answer the needs of the organization and others. Servant managers/leaders seek to address stakeholder wants and requirements as their priority, with leadership to be pursued secondarily. This contrasts with the leader-first perspective, wherein a person aims to gain control quickly often driven by the desire and prospects for material gain or influence (Kenton, 2022).



<https://unsplash.com/photos/6U5AEmQIajg>

Here are some of the **servant leaders' common practices**:

Listening: Leaders have traditionally been valued for their communication and decision-making skills. Although these are also important skills for the servant leader, they need to be reinforced by a deep commitment to listening intently to others. The servant leader seeks to identify the will of a group and helps to clarify that will. He or she listens receptively to what is being said and unsaid. Listening also encompasses hearing one's own inner voice. Listening, coupled with periods of reflection, is essential to the growth and well-being of the servant leader (Spears, 2010).

Demonstrate empathy and compassion: Servant leaders genuinely care and are committed to the happiness, well-being, and quality of life of their employees. They show empathy regardless of the issue, and work together with employees to solve the problem if it

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is related to work. By doing so, they create a space for employees to raise issues and express their honest opinions without the fear of being judged. Studies have shown that employees who perceive their leaders as compassionate or kind are more loyal to them, which may in turn result in better work performance (Micallef, 2020; Spears, 2010).

Willing to show vulnerability: Vulnerability is an asset, not a liability, to leaders. Vulnerable servant leaders have the courage to be their authentic selves instead of projecting the expected image of confidence, competence, and authority. They are open and honest about their beliefs and values, are more emotionally available, do not shy to ask for help, take responsibility for mistakes, make amends, and learn from setbacks. All of these make them more human and authentic, helping them build trusting relationships with employees (Micallef, 2020).

Practice gratitude: Celebrating small accomplishments can create an environment where everyone wants to do better. Servant leaders are genuinely grateful for what their employees have achieved and express their appreciation by frequently and generously thanking team members (Micallef, 2020).

Showing positivity: Studies have shown that unconditional positive regard — the practice of validating feelings, withholding judgment, and offering support — bolsters motivation and fosters authenticity. Servant leaders, therefore, usually provide positive feedback to help employees develop their sense of autonomy and self-competence (Micallef, 2020).



<https://unsplash.com/photos/bzqU01v-G54>

Healing: The healing of relationships is a powerful force for transformation and integration. One of the great strengths of servant leadership is the potential for healing oneself and one's relationship to others. Many people have broken spirits and have suffered from a variety of emotional hurts. Although this is a part of being human, servant leaders recognize that they have an opportunity to help make whole those with whom they come in contact (Spears, 2010).

Awareness: General awareness, and especially self-awareness, strengthens the servant-leader. Awareness helps one in understanding issues involving ethics, power, and values. It lends itself to being able to view most situations from a more integrated, holistic position (Spears, 2010).

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Persuasion: Another characteristic of servant leaders is reliance on persuasion, rather than on one's positional authority, in making decisions within an organization. The servant leader seeks to convince others, rather than coerce compliance (Spears, 2010).

Conceptualization: Servant leaders seek to nurture their abilities to dream great dreams. The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities. For many leaders, this is a characteristic that requires discipline and practice. The traditional leader is consumed by the need to achieve short-term operational goals. The leader who wishes to also be a servant leader must stretch his or her thinking to encompass broader-based conceptual thinking (Spears, 2010).

Foresight: Closely related to conceptualization, the ability to foresee the likely outcome of a situation is hard to define, but easier to identify. One knows foresight when one experiences it. Foresight is a characteristic that enables the servant leader to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future. It is also deeply rooted within the intuitive mind. Foresight remains a largely unexplored area in leadership studies, but one most deserving of careful attention (Spears, 2010).

Stewardship: Servant leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. It also emphasizes the use of openness and persuasion, rather than control (Spears, 2010).

Commitment to the growth of people: Servant leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, the servant leader is deeply committed to the growth of each and every individual within his or her organization. The servant leader recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues. In practice, this can include (but is not limited to) concrete actions such as making funds available for personal and professional development, taking a personal interest in the ideas and suggestions from everyone, encouraging worker involvement in decision-making, and actively assisting laid-off employees to find other positions (Spears, 2010).

Building Community: The servant leader senses that much has been lost in recent human history as a result of the shift from local communities to large institutions as the primary shaper of human lives. This awareness causes the servant leader to seek to identify some means for building community among those who work within a given institution. Servant leadership suggests that true community can be created among those who work in businesses and other institutions (Spears, 2010).

Unit 6 How-to-video

Personal Plan for Learning and Serving

<https://www.youtube.com/watch?v=MzrDlzDhUpo&list=PLWjt1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=11&pp=iAQB>

Unit 7 Additional Learning Resources

- [What is Servant Leadership and How Does it Help Organizations](#)

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Servant leadership is quite different from the traditional authoritarian leadership style. If you aspire to become a successful leader and cultivate a culture of motivation, trust, and healthy work-life balance in your organization, learning what servant leadership is, its different aspects, importance, and benefits are crucial to you.

- [Servant leadership: How to lead with the heart?](#)

What should be the profile of today's leader in an increasingly competitive context as it is today? How should a leader behave while facing many challenges and still required to get performant results? Liz Theophille, a Senior IT leader with a multicultural international experience in many large corporate companies will tell us more about how she applies leading with the heart and servant leadership in her daily work with some concrete examples.

- [5 Points For Building An Inclusive Leadership Culture That You Should Not Ignore](#)

Leaders are servants to those over whom they have authority. Leadership is entrusted with the governance and implementation of the systems and processes that define organizational excellence and ability. Developing an inclusive leadership culture should be high on the agenda for all organizations to support best in class progress towards embedding diversity, inclusion and equity.

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Lesson 2 The Emotionally Literate Manager

Unit 1 Introduction

Companies have taken a keen interest in hiring people who demonstrate emotional intelligence. They want to see their teams perform better and handle conflicts in a mature manner. As more organizations understand why emotional intelligence matters, it has become increasingly important for people to develop the characteristics of someone with a high EQ score.

Unit 2 Quiz

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Avoiding making decisions at the height of an emotional moment is a sign of emotional intelligence.

a. True

b. False

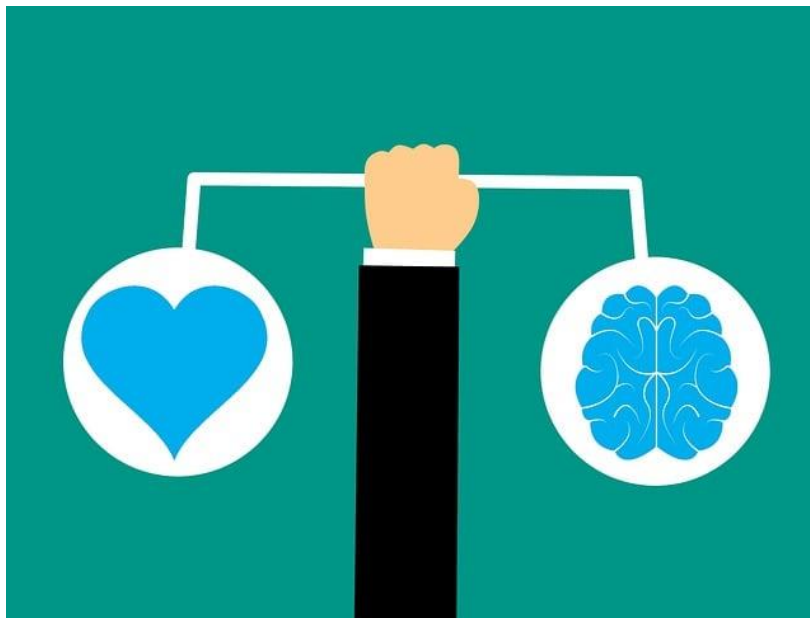
Unit 3 Theoretical Chapter

Essential factors for cultivating and being an Emotionally Intelligent Manager

Emotional intelligence (EQ) is defined as the ability to understand and manage your own emotions, as well as recognize and influence the emotions of those around you. The term was first coined in 1990 by researchers John Mayer and Peter Salovey but was later popularized by psychologist Daniel Goleman (Landry, 2019).

More than a decade ago, Goleman highlighted the importance of emotional intelligence in leadership, telling the Harvard Business Review, "The most effective leaders are all alike in one crucial way: They all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are irrelevant. They do matter, but...they are the entry-level requirements for executive positions" (Landry, 2019).

EQ is therefore a fundamental leadership ingredient, especially in today's business world, in which cross-cultural interactions, the ability to attract, develop, and retain talent at all levels, teamwork, and increasing pace of change have become the new normal (Nüssli, 2022).



<https://pixabay.com/illustrations/brain-heart-brain-icon-3269655/>

Emotional Intelligence comprises of five components according to Goleman (ICAEW Insights, 2021; Nüssli, 2022):

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1. Self-awareness

Self-awareness is about recognising and understanding your emotions – what you're feeling and why – as well as appreciating how they affect those around you. It's the basis of good intuition and decision-making, helping you to instinctively make the right choices for you in all aspects of life. Self-awareness is also about knowing your strengths and weaknesses, and what is important to you – your values or moral compass (ICAEW Insights, 2021).

Developing self-awareness does not happen overnight—it takes time to step back and self-reflect. Hence, self-awareness calls for introspection in order to uncover strengths and weaknesses. It is also important for leaders to ask for feedback on their leadership skills. This helps add new skills, hone existing ones, and make up for any deficiencies (Nüssli, 2022).

2. Self-regulation

Once you've mastered emotional awareness, the next step is managing those emotions – particularly the negative ones – effectively. Always treat others with respect and try to stay in control. If you have a tendency to emotional outbursts, practise being calm: step back and take a deep breath. It's also important to stay true to your values and hold yourself personally accountable for any mistakes (ICAEW Insights, 2021).

In order to develop self-regulation, reflect before you act. Try to think rather than act reflexively, especially if you are prone to being hotheaded and impatient. Pause and create mental space to assess options. When leaders manage to regulate themselves, they can refrain from making rash decisions and enacting irresponsible or even destructive behavior (Nüssli, 2022).

As you pause, recollect your values and beliefs. It is important that you know where you do not want to make compromises based on your value system. Self-regulation also requires you to hold yourself personally accountable for your behavior. If you make a mistake, stand up to it, bear the consequences, and do not blame others. Such behavior gains the respect of others (Nüssli, 2022).

3. Motivation

The third 'personal' element, motivation is about your drive to improve and achieve: setting high standards for yourself and working consistently towards your goals. Take the initiative: be ready to act on opportunities as they come along, and practise being assertive. Motivation is also about optimism and resilience, and finding the positive in a situation, even – or especially – those that didn't go well (ICAEW Insights, 2021).

According to Daniel Goleman, there are two main ways to improve your motivation. The first is to identify the passion for your work. Step back and reflect on why you accepted your role. Look for creative challenges and new approaches and try to energize yourself to get better without becoming dogged (Nüssli, 2022).

The second way to improve your motivation is to be optimistic. Practice optimism even when things are against you. This can help conquer the frustration that often follows

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setbacks. If necessary, try to adjust your mindset and find something good even when problems arise (Nüssli, 2022).



<https://www.pexels.com/el-gr/photo/3958470/>

4. Empathy

A key interpersonal skill, empathy is the ability to put yourself in someone else's shoes and see a situation from their perspective. As well as having an awareness of others' feelings, it's important to acknowledge and respond to them – even if you don't agree with them. Respecting diversity and inclusion is a vital aspect of empathy, as is communication: pay close attention to what you and others say, whether verbally or through body language (ICAEW Insights, 2021).

One way to improve your empathy is to consider the subjective views of others and put yourself in their situations. The power of empathetic listening helps prevent projecting your own opinions and feelings, based on your personal past, onto someone else. It is the other person's reality and therefore their truth that counts. To be empathetic does not mean to agree but to acknowledge another person's perspective. The validity of another viewpoint is not judged, but its existence is admitted (Nüssli, 2022).

5. Social skills

Often described as a 'people person', those who are socially skilled are adept at dealing with others. They are trustworthy team players and confident communicators: as good at listening to other people as they are at speaking themselves. They also make great leaders, inspiring and motivating colleagues, managing change and resolving conflict effectively, and giving praise where it's due (ICAEW Insights, 2021).

Improving social competence takes time, effort, and stamina. Practice social skills whenever you see an opportunity at work, on the road, or in private life. For example, work to better understand others' thoughts and feelings or to be a good teammate by asking for feedback. Other suggestions are to practice eye contact, practice role-plays, ask for and offer help, or practice negotiation (Nüssli, 2022).

Unit 4 Activity How-to-video

The Empathy Map

<https://www.youtube.com/watch?v=lq69lkU-5Bw&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=12&pp=iAQB>

Unit 5 Theoretical Chapter

Communicating Effectively as an Emotional Literate Manager

While you might excel at your job technically, if you can't effectively communicate as a manager with your team, those technical skills will get overlooked (Landry, 2019).

Building good communication skills has profound short- and long-term benefits for you as a servant manager/leader, your team and your organization. An effective communicator is able to motivate their team to get more done with better results and fewer misunderstandings (Cooks-Campbell, 2022).

Before discussing about effective communication it is important to understand what **leadership communication** is. Leadership communication consists of three parts (Zulch, 2014):

1. **Core Communication:** all effective communication depends on the core skill at the centre of the spiral. These are the more individual skills. Leaders in any organisation must master the skills at the core.
2. **Managerial communication.** Managerial communication capabilities build on the core abilities. It is the capabilities more directly involved in managing others. It is the skills needed to interact with individuals and to manage groups.
3. **Corporate communication.** Corporate communication involves expansion from the managerial skills to those abilities needed to lead an organisation and address a broader community. Communication becomes even more complex when managers move into a position where they need to think about the best way to communicate to all internal and external stakeholders.

The question is how leaders can communicate effectively. **Effective communication** is first of all about **active listening** — while it may seem counter-intuitive, a "listener-first" approach will often help you structure the delivery of your message (Cooks-Campbell, 2022). Active listening — also known as 360 listening — requires not only focusing on what the person says but also what they don't say. An active listener pays attention to body language and other nonverbal cues regarding the person's emotional state. Active listening is key to developing your empathy and becoming a more effective leader (Wool, 2021).

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<https://www.pexels.com/el-gr/photo/3201480/>

Moreover, an effective communicator has a **clarity of thought** which transforms into the words they use to instruct and interact with team members. They clearly define the goals to be fulfilled by team members and monitor if the team has successfully completed the goal by the end of the milestone. If the team members fail to meet the goals, effective leaders simplify goals to help employees understand them (Emeritus, 2023).

In addition, effective leaders push their team members to do their best, and in that process, they encourage them to **ask open-ended questions**. It helps in developing a great bond between team members and their leader. In addition, it helps leaders understand their employees' motivation, thoughts, and goals better (Emeritus, 2023).

Also, **feedback** helps leaders work on themselves; therefore, an effective leader doesn't just listen to feedback but also implements it. They also provide constant feedback to their team members to improve their efficiency and productivity. This is one of the must-have skills besides possessing effective communication skills for leadership (Emeritus, 2023).

Furthermore, possessing communication skills for effective leadership is not limited to words; **non-verbal** action behavior also plays an important role. It is believed that non-verbal cues are an important part of effective communication skills. Therefore, a leader must work on their body language and non-verbal cues while interacting with employees to ensure that their message is rightly conveyed to the team members (Emeritus, 2023).



<https://www.pexels.com/el-gr/photo/3182765/>

All the above skills can be improved by **professional training and practice**. Through professional training and development programs, leaders can improve their communication skills. These programs can provide them with the tools, techniques, and best practices they need to communicate more effectively. Also, effective communication is a skill that takes time and practice to develop. Leaders should strive to practice their communication skills regularly, whether speaking at events, leading team meetings, or engaging with stakeholders (Sharma, 2023).

To conclude, effective communication skills are a manager's/leader's greatest asset. Managers/leaders who communicate effectively have more significant influence over others, inspire their team members to perform better and build strong working relationships that lead to long-term success and an inclusive and diversified work culture (Sharma, 2023).

Unit 6 Case Study

The Interlink Between Communication and D&I

A very effective plant manager had a significant blind spot in how her communication style was offensive to the group. She was known for her tenacity, problem-solving skills, and leading an ethnically diverse workforce. Here effectiveness as a manager and subject matter expert made her a valuable asset. The company did not want to lose her and didn't feel that she intentionally communicated in a prejudicial manner.

The company decided to hire a coach for this manager in order to help her overcome this blind spot. The coach decided to use an assessment called PCM-Process Communication Model, so as to assist the manager in understanding her blind spots. This process helped the manager look at:

- Her personality structure
- How she views the world

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- Her character strengths
- Her motivational needs and how to meet them
- Patterns of distress and how to respond.

The results showed a significant change in the manager's approach with her team members, that noticed and appreciated her efforts to be more diversified in her communication approaches.

Finally, the manager was promoted to a significant position with the company and went from a local manager to a team member on a national compliance team.

The overall impact of this coaching intervention that deployed an effective communication technique was that the manager explored new ways to communicate and hold others accountable in a manner more adaptable and inclusive to her workforce. In turn, her team became more productive and happier.

This case study was derived from: [Case Study On Communication and DEI](#)

Reflective Questions:

1. What were the factors for this coaching intervention to succeed in helping the manager overcome her blind spots and become more inclusive and open to diversity?
2. Could you recall any situation in which you could deploy this PCM process and achieve better communication within your team?

Unit 7 Additional Learning Resources

- [What Is Emotional Intelligence?](#)

If you're an aspiring leader or manager, there's an important element that can set you apart from peers with similar skills and knowledge: emotional intelligence. Here's an overview of what emotional intelligence is.

- [Effective Communication Skills in the Workplace](#)

While schooling prepares us for some things, there usually isn't enough of a focus on how to communicate effectively. This can leave professionals with no idea what to focus on to improve their skills or where they may be lacking. Luckily, communication skills are easy to build, as long as we retain awareness of them.

- [What Inclusive Leaders Sound Like](#)

Leaders across virtually every industry are pledging to be more inclusive; but if their actions and behaviors don't support those values, the progress stops there. In their recent study, the authors applied a combination of computational linguistics, vocal mapping, and facial micro-expression analysis to determine what truly makes a leader inclusive in the eyes of an audience. Here they provide three behaviors that can be learned, practiced, and mastered.

- [Daniel Goleman on Compassion](#)

Daniel Goleman, author of Emotional Intelligence, in this video, asks why we aren't more compassionate more of the time.

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Lesson 3 The Servant Coach Manager

Unit 1 Introduction

Coaching plays a vital role for managers and leaders as it enables them to enhance their abilities and advance in their professional growth. Moreover, it facilitates a deeper comprehension of their employees, the business, and the overarching objectives of the company. By establishing a strong foundation in coaching, aspiring leaders can effectively cultivate both their managerial skills and their ability to build meaningful relationships. Last but not least coaching can be a powerful tool for managers and businesses that want to prioritize diversity and inclusion within their team and organisational culture.

Unit 2 Quiz

Diversity and inclusion coaching is one way to foster a more inclusive workplace culture.

a. True

b. False

Unit 3 Theoretical Chapter

The Manager as a Coach

Coaching is a form of support managers offer employees to help them develop specific skills. Coaches typically work with individuals one-on-one, but managers can also adapt the approach for groups or teams. Many benefits come from getting coaching training and guidance. According to SHRM, coaching in a business environment is a training method in

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which a more experienced or skilled individual provides an employee with advice and guidance intended to help develop the individual's skills, performance, and career. The effectiveness of this method is a function of both the coach and the client. Nonetheless, it is a practical method for developing skills needed on the job and facilitating relationship building among managers and team members (Sharma, 2022).

Moreover, managers/leaders who turn into coaches can help their teams in several ways. Google's Project Oxygen has highlighted being a good coach as one of the necessities of becoming a good manager. Along with providing essential guidance for work-related tasks, coaches can help resolve interpersonal issues. When the coaches come from experiences similar to those of the employees, understanding and empathy help create an emotional connection. All in all, a comfortable environment is created wherein the employees can work together to generate the best results for the team. Additionally, employees who work in a supportive environment are more likely to be actively engaged, and the teams will witness low turnover (Sharma, 2022). But, above all, an inclusive and diversified culture can be created and nurtured.



<https://pixabay.com/illustrations/speakers-speaker-training-coaching-414561/>

There are 5 types of coaching in the workplace (AmplifyDEI, n.d.; Center for Creative Leadership, n.d.):

1. Executive Coaching

Executive leadership coaching is one of the most common and widely understood types of coaching in the workplace. It's an effective way to strengthen the performance of your most important leaders, assist them in making key transitions, and enable them to alter behaviors that may be hindering their performance.

Executive leadership coaching typically kicks off with a matching process to ensure a good fit between the coach and the participant, followed by one or more assessments and alignment meetings with key stakeholders.

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During the coaching engagement, the coach may help the executive understand and use information from assessments, create and work through a development plan, and address specific business and interpersonal challenges.

The personal, supportive environment provided by an executive coach can foster new ways of thinking, acting, and influencing to achieve significant business results. Learn more about how executive coaching elevates performance and how this type of coaching provides leaders much-needed support.

2. Integrated Coaching

Integrated coaching is an approach that embeds coaching sessions into — or wrapped around — a broader leadership development program or initiative. It can reaffirm and reinforce lessons learned in leadership training.

For example, an organization running a development program for high-potential, mid-level managers might include a coaching element — or a series of 2-5 coaching sessions — designed to help participants in the program reflect, deepen, and apply what they're learning in the development experience.

Though often over a shorter term than executive coaching engagements, this type of coaching in the workplace can help ensure that leadership development learnings "stick."

3. Team Coaching

Team coaching is effective at all levels — from the C-suite to front-line teams. It's another key type of coaching in the workplace because even high-performing individuals can sometimes struggle to work together effectively.

Team coaching includes a variety of methodologies and formats aimed at fostering healthy interactions and high performance.

These may be fairly structured and prescriptive, such as during a retreat where a coach has worked with the team's leadership to create the agenda and then facilitates the meeting, possibly even teaching content.

Team coaching may also include methods that are less scripted, such as helping a project team interact more effectively or facilitating a process that evolves in unplanned ways. Sometimes a coach may observe a team in its normal work environment and provide coaching based on those observations. Learn more about the dynamics of team coaching.

4. Virtual Coaching

Virtual coaching is now the most common type of coaching in the workplace. Even before the recent spike in working remotely, organizations were becoming more global, virtual meetings were becoming more prevalent, and virtual coaching was on the rise.

Now, this type of coaching has become totally commonplace, and all of the previously mentioned types of coaching in the workplace — executive, integrated, and team coaching — can be delivered virtually.

Virtual coaching is an ideal option for teams that span countries and time zones, as well as for those interested in a coaching arrangement they can easily integrate into their hectic schedules. Through the use of video, a virtual coach is able to engage and facilitate

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in the same manner they would in a face-to-face setting. Additionally, the coach matching process is not limited to geographic and travel constraints, which often increases compatibility and flexibility.

5. D&I Coaching

D&I coaching is a type of coaching that helps organizations to promote diversity and inclusion within their business. D&I coaches work to assess their current state of D&I, set goals for improvement, and create action plans for how to achieve those goals.

Creating inclusive environments isn't easy. It takes a lot of attention to detail and careful planning. But, when done right, it can be hugely beneficial for organizations. D&I coaches can help with this process. And manager/leaders should play this role which includes but is not limited to:

- create engaging learning resources related to diversity, equity and inclusion;
- providing training on unconscious bias, microaggressions, and allyship;
- facilitating difficult conversations about race, gender, sexuality, and other forms of identity;
- developing policies and procedures that promote equity across the organization.

Unit 4 Activity How-to-video

Coach with the GROW Model

<https://www.youtube.com/watch?v=l-nPNdeCI6g&list=PLWjT1RSsL25WZrHPbI0DmFpfEU8JoBUE3&index=13&pp=iAQB>

Unit 5 Theoretical Chapter

Using a coaching approach to run effective inclusive meetings

An inclusive meeting is when a diverse group of people each feel as though they are seen, represented, respected, and valued when working together during a meeting format. People will leave feeling energized, connected, and motivated to get work done afterwards. When conversations are balanced, moderated to flow with ease, and, most importantly, we're patient with one another—people feel listened to, understood, and like their time is valued. To lead an inclusive meeting, one must plan ahead, know how to manage their time, ensure participation is equitable, and, most importantly, successfully help the group process the content of the meeting so that everyone is on the same page and can benefit from being there (Zink, n.d.).

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<https://pixabay.com/photos/job-office-team-business-internet-5382501/>

For managers using a coaching approach to lead a meeting can result in a positive inclusive meeting as coaching is a method of conversation driven by strategic inquiry that stimulates novel thinking. By asking questions, you create some time to reflect on the issue at hand, and more specifically, asking questions — rather than causing you to jump to conclusions — unveils new perspectives. If you are not asking questions, you will continue to have the same thoughts. Questions trigger new avenues of exploration and they also provide a way to structure thought (Mathieu, n.d).

As the convener of the meeting the manager will probably open the session, set a framework and announce the agenda. Then he/she can hand over the choice of what meeting process to use and the content building to his/her team by asking some of these questions regarding the meeting process/methodology, building content during the meeting, and follow-up (Mathieu, n.d).:

Meeting process/methodology

- Given the agenda, what process do you think would be best to think about and discuss these items (e.g. brain-storm, SWOT analysis, small groups, process workflow)?
- Who needs to intervene on each agenda item?
- How will we make sure everyone gets their say?
- What shall we agree on regarding time-keeping?

Building content during the meeting

- Is everyone clear on what the purpose of the meeting is?
- What are the ideal outcomes from this meeting?
- Who hasn't had a chance to contribute their idea yet?
- Have we examined all perspectives?
- What haven't we thought of yet?

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- How would this issue look like from a client's (or any other external party) perspective?
- What does success mean in this instance?
- What will this look like five years from now?
- What questions should we ask ourselves to advance in our reflection?
- What is the wisest decision?

Follow-up

- How will we disseminate the outcomes?
- Who needs to be informed?
- Who will take care of and report on the follow-up (for each agenda item)?
- Whose work will be affected by these decisions (for each agenda item)?
- What needs to get done before our next meeting?

Unit 6 Case Study

Bespoke DEIB Consulting - Inclusive Meetings + Brainchild Collective

Situation

The Brainchild Collective is a Chicago-based non-profit that brings arts and entrepreneurship education to Chicago schools to help students build social-emotional skills in a holistic way. As the company grew, it was experiencing a shift in their team, and they wanted to anchor new employees in a consistent, efficient meetings flow. They particularly wanted to maximize their current 1:1s, team meetings, and program meetings, while seeking ways to help the organization and leadership team be more strategic.

Objectives

The goal of the partnership between Brainchild Collective and Ethos was to provide the organization with a clear guide to meetings, including:

- Setting meeting goals
- Incorporating feedback into current structures
- Identifying opportunities to enhance their current practices of appreciation.

Ethos also wanted to assist the team in building tools and strategies to enhance current meeting practices and offer the opportunity for every employee to take more ownership during their team and program meetings.

Ethos Approach

They first met with employees and managers/leaders to discover what was working well and where the team saw areas that needed improvement. Using their own experiences and resources, they built a complete guide for meetings in the organization, outlining the meeting goals, agenda structures, and feedback opportunities for each type of meeting. They also built a scorecard and project status tool to help the team have clearer insights into the business

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and streamline the process of program updates. To allow the team to get more involved with strategy, they also outlined the structure and cadence for strategy meetings and helped them design an effective structure for their leadership meetings.

Outcomes

Even through the planning process, the team was able to refine agendas, strategize how to best use meeting time, and think about ways to improve communication across the organization. With the meeting guide in place, expectations were clarified and meeting processes codified so that the team could worry about content rather than structure, setting them up for more effective meetings with shared ownership of responsibilities in the future.

The case study was derived from: [Bespoke DEIB Consulting - Inclusive Meetings + Brainchild Collective](#)

Reflective Questions:

1. What approach(es) did Ethos follow in order to support Brainchild Collective to implement inclusive meetings?
2. Based on the approach(es) presented in this case study and the previous theoretical chapter, try to create some guidelines for your team members to be followed while you implement meetings?

Unit 7 Additional Learning Resources

- [A coaching style shifts DEI](#)

Many organisations are now waking up to the power of coaching as a leadership style, not just as a development tool. Inherent in the coaching style of leadership is connection, adaptiveness, resilience, flexibility, innovation, wellbeing and an ability to embrace broader systemic perspectives. And some of the core skills of leaders who coach, are ideally suited to embracing DEI without even needing to make it a headline.

- [Inclusion Guideline: Manager 1-on-1s](#)

1-on-1 meetings may be the most important time spent in a company. Not only are they times to share experiences and deliver critical feedback, they are a key driver in reduced turnover and higher employee engagement. Managers also become better leaders because they learn about different employee work styles and how to motivate different types of people. Combine that with the revenue jump that inclusive organizations enjoy and the case is clear: inclusive 1-on-1's need to be a business priority.

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Module 4. How to Manage diverse teams: best practices in the field of managing inclusive and diverse teams

Introductory Video to the Module

Welcome to the module "How to Manage diverse teams: best practices in the field of managing inclusive and diverse teams" designed to support managers in managing diverse teams in order to ensure Diversity and Inclusion within an organisation.

Managers dealing with Diversity and Inclusion are in need of specific skills in order to effectively communicate with employees belonging to different cultural groups and in order to mitigate and resolve conflicts. For this purpose and with the help of this Module, managers can actively work on enhancing their emotional and cultural intelligence, honing their intercultural communication soft skills, and managing conflicts on an intercultural level.

Diverse teams are proven to be more creative and insightful than homogeneous ones. Building diverse teams can thus help an organisation create safe and welcoming spaces for everyone while enhancing productivity. Efficiently building such teams is no easy task, however. Managers are in need of tactics and strategies for ensuring that diverse teams can function and thrive within the company.

Finally, this Module gives insights into bottom-up D&I initiatives cultivated by partnerships between managers and employees. Such partnerships, widely known as Employee Resource Groups allow employees to express themselves and feel respected, heard, and appreciated. The harmonious cooperation of management with ERGs can significantly enhance the impact an organisation's D&I strategy and furthermore increase employee satisfaction.

<https://www.youtube.com/watch?v=89p86H4nmRc&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=14&pp=iAQB>

Lesson 1

Managers Skills for Diverse Teams

Unit 1. Introduction

Diversity and Inclusion (D&I) constitute a key priority for enterprises to promote respect and a sense of common belonging in the working environment. In order for managers to be able to work with concepts of D&I, it is necessary to be acquainted with the definitions of those terms, the business case about them, and how they are being applied in contemporary corporations.

Unit 2. Quiz

Question 1

Which of the following skills are needed to ensure smooth communication across cultures?

- a. Empathy

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- b. Active listening
- c. Intercultural communication

d. All of the above

Unit 3. Theoretical chapter

Managing diverse teams: necessary soft skills, conflict management, and emotional intelligence

Introduction

To safeguard the effective and respectful management of diverse teams, managers can develop several skills. Soft skills such as communication and active listening coupled with conflict management capabilities and emotional intelligence skills can make a great difference in the way a diverse team is managed.

Soft skills

In contrast to hard skills, which are made up by knowledge acquired through a rigorous educational programme leading to a certification, soft skills focus on social skills that allow us to effectively communicate with other humans.

In a diverse working environment, a manager will need the following top three skills: effective communication, active listening, and cultural sensitivity.

Effective communication

To communicate effectively, a manager needs to express their ideas in a clear way to avoid confusion, focus on understanding the emotions of their interlocutors, and pay attention to non-verbal signals such as body language. The same behaviour needs to be exhibited by both sides for communication to be effective though. Therefore, managers should seek for feedback and encourage honest, open-minded two-way communication (Robinson et al., n.d.).

Active Listening

As a communication skill, active listening goes beyond just listening to what your interlocutor has to say. When being an active listener, a manager seeks to understand what is the intent of the other side and what exactly they mean. The manager thus is an active participant in the communication. To practice active listening, one can try to maintain eye contact, heed body language, and ask open-ended questions to encourage the flow of the conversation (Cuncic, 2022).

Cultural sensitivity

Cultural sensitivity is another necessary skill for a manager to possess when managing diverse teams. A culturally sensitive manager not only knows the cultural differences that may exist within their team, but also accepts them and works through the prism of their existence. Cultural sensitivity is extremely important when managing conflicts, as will be explained promptly (Sieck, 2021).

Conflict management

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Conflicts are natural to occur in human coexistence and communication. They may happen because of different interests or misunderstandings and miscommunication. Apart from preventing conflicts, manager's task in a diverse team would be to effectively manage and resolve them. To this end, the following steps can be taken (Mind Tools, n.d.):

1. Address issues promptly: Conflicts should be discussed and resolved in their beginning. If allowed to go unresolved, they will complicate and create further conflicts.
2. Mediation: If a conflict cannot be resolved through unmediated communication, a company's management should intervene when a conflict arises and try to mediate between the conflicting sides.
3. Active listening: Managers should practice active listening and pay attention to the complaints of both sides.
4. Impartiality: A manager cannot be partial when mediating in a conflict and should equally consider both side's arguments.
5. Cultural sensitivity: In a diverse working environment, conflicts can arise simply because of different cultural practices or understanding. A culturally sensitive manager can quickly identify the cultural differences and address it to resolve the conflict.
6. Work to find common ground: To end a conflict, both sides need to feel that their view has been respected. Finding a common middle ground and a compromising solution is often the best way to proceed when resolving conflicts.
7. Collaborative solutions: To find a common ground, it is important for the conflicting sides to cooperate, brainstorm together, and decide on a mutually acceptable solution.
8. Follow up and monitoring: Managers should monitor the situation after a conflict has deescalated. Follow-ups could be needed to ensure that both sides continue to feel good about the resolution.

Emotional intelligence

Emotional intelligence includes a person's capability to identify and understand what other people are feeling, to be sensitive for other people's emotions, and to be able to get in other people's shoes. As such, emotional intelligence is necessary for day-to-day communication in a diverse working environment (Cherry, 2023).

More specifically, a diversity and inclusion-sensitive manager needs the following two aspects of emotional intelligence in order to manage diverse teams; empathy and trust-building.

Empathy is an important part of emotional intelligence, since it characterises one's ability to think about how other people are feeling and consider how one would respond if they would be in the other person's place.

Trust building is the result of a manager's emotional intelligence. When one's colleagues know that their manager can understand the way they feel, they will feel safe to communicate their feelings and thoughts with them.



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Unit 4. Case Study Activity

Soft skills

Read the following text on how to develop your soft skills (Indeed, 2023):

1. Be open to feedback

A large part of improving your soft skills is being open to feedback you may receive from supervisors, managers and even colleagues. When you're open to feedback, you can be better able to receive constructive criticism and use that information to improve in your workplace role, including your soft skills. You may receive feedback on your communication skills, ability to work in a group, time management, leadership potential and more. As you're receiving feedback, consider thanking the individual who's providing it and developing a plan, either with yourself or through speaking with a manager, to improve and learn.

2. Communicate often

Effective communication is a soft skill that benefits everyone in the workplace. Although you may have tasks and responsibilities that don't require the help of anyone else in your

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office, take the opportunities you have for forming relationships with those around you. Communicate often to develop this soft skill. This includes communication face-to-face, through email and in presentations to a group. Since nearly every method of communication differs from another, it's important to communicate through various means so your communication soft skills are more well-rounded. When you communicate, think about how you're addressing others, how clear your message is and your tone of voice. You may also notice how others communicate and take tips and techniques from them to find a communication style that works for you.

3. Emphasize teamwork

When you engage in good teamwork, you show your employer that you're great at collaborating with others. Teamwork could occur in a group setting for a presentation or one-on-one with another colleague to complete a shared task. During a shared task or daily responsibility, allow each member of the group to contribute their share and celebrate the unique skills and personalities of the group. When you emphasize teamwork, you open yourself up to learning opportunities from your colleagues while improving your own skills.

4. Build positive relationships

A lot of the soft skills you use in the workplace rely on the relationship you have with other employees and managers. You can build positive relationships with your colleagues by engaging in a genuine conversation about their weekend plans, family, hobbies and interests. Try to connect with them over a shared experience. If you work in a department with multiple people, consider asking everyone if they want to go out for a group lunch on Friday. Stepping away from the office is a nice way to connect with them on a personal level. This may assist you professionally because you know their personality a bit more and understand how it factors into their work ethic.

5. Get outside of your comfort zone

As with anything you want to improve, it's important to step outside of your comfort zone and take on something new. This may be a new setting, new responsibilities or a leadership role. You can even offer to be the one in your group who gives the project presentation as a way for you to improve your public speaking skills. Placing yourself in unfamiliar territory professionally has the potential to showcase to your manager how seriously you take your job and allow you to learn something completely new.

6. Get ready to learn

As you go through your process of improving any soft skill, you may encounter setbacks, but you may encounter many successes, too. What's important is that you learn from them. For example, if you're in charge of a project and are working on your leadership and collaboration soft skills, consider taking time after the project is complete (or even in phases during it) to gather feedback on your leadership and how the project could improve next time. The people you work with are best able to evaluate how the project went and offer their feedback based on prior experiences.

7. Adapt to workplace changes

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It's common for a workplace to go through fluctuations in anything from the office staff to workplace procedures, and one way to improve your soft skills is to be adaptable. Adaptability is also an important soft skill to have so you can come up with alternative solutions to any workplace issues that may arise. Be open to learning new technologies when they're released and assist with training newcomers to the organization.

8. Observe others

One of the strongest ways you can improve your soft skills is by observing others around you. This can mean paying attention to managers, colleagues and employees from other departments. Observe the way they complete a task, including how they interact with others and their individual process, which may involve many soft skills. It's important to be open to learning from others, as everyone comes to the workplace with their own set of hard and soft skills.

9. Work through conflict

It's not uncommon for there to be a conflict in the workplace, but how you work through it matters. When conflict arises, think of alternate ways to resolve it so you can continue your relationship with colleagues, learn from each other and continue to be productive as teammates. All members of the organization benefit from a collaborative work environment, and you can display your abilities as a team player and your capabilities as a leader.

10. Take on a leadership role

To improve your leadership soft skills, consider taking on an actual leadership role in the workplace. Start by speaking with your manager or supervisor about your interests, and determine if there are any opportunities to lead a project or group or even be a mentor to someone else in the workplace who has less experience. In this role, think of how you can inspire your group to do their best. Ask your manager to consider you as an interim supervisor in the event they're out of the office for a meeting or planned vacation. It's also possible to be a leader in building a new process, so if you have ideas on how to improve your office, think about sharing them with your manager and ask for the responsibility of working out the logistics and leading training.

11. Arrive at work on time

Time management is a solid soft skill to have in the workplace, and a great way to improve is by arriving to work on time. Adhering to a schedule can give you the ability to meet goals, finish work on time and stay organized, which are all skills that lead to more productivity and can help you stand out from your peers.

Answer the following questions:

1. What are the main takeaway messages from the article?
2. Are there any soft skills you feel you are particularly lacking?
3. What could be done in your company to increase yours and your employees' soft skills?

Unit 5. Theoretical chapter

Managing diverse teams: necessary skills in intercultural communication and cultural intelligence

Introduction

As observed in Unit 3, soft skills and emotional intelligence are key competences to manage diverse teams. In the present Unit we will explore the skills needed for successful intercultural communication and cultural intelligence.

Cultural intelligence

The concept of cultural intelligence is founded on emotional intelligence, but it takes the latter one step further. While emotional intelligence can allow one to identify and understand the feelings of other people, cultural intelligence can help them explain the values, beliefs, and mentalities lying under a person's feelings and expressions.

Cultural intelligence thus helps someone empathise with other to a better and deeper extent. A manager can gain cultural intelligence through increasing their insights into how different cultures function within businesses. Those insights will then guide them into adapting their way of thoughts into better problem-solving (Randstad, 2020).

Intercultural communication

A person's ability to communicate with people from different cultures is defined as intercultural communication. This skill is extremely important for a manager in a diverse working environment, since it allows for them to express themselves across intercultural boundaries and understand persons from different cultures.

Examples of successful intercultural communication and cultural intelligence include knowing which gestures to use and which to avoid, how to speak to persons from other cultures, and how to avoid confusion and misunderstandings.

In more detail, successful intercultural communication entails the following competences (Middlebury Language Schools, 2023):

- Self-awareness: Recognising your own personal prejudices and how they may affect communication through cultural barriers.
- Empathy: Empathising with others and their experience is of great importance for intercultural communication
- Respect: even if you disagree with another person's culturally induced opinions, you should remain respectful of them.
- Emotional intelligence: It is important to correctly identify other people's emotions while communicating with people from different cultures. Emotional intelligence can facilitate your understanding of how others feel and perceive what is being communicated.

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- Adaptability: adapting your communication pattern to reflect the cultural differences is a major skill in intercultural communication. Ambiguity, conflict, and antagonism should be replaced with clarity, harmony, and cooperation.
- Patience: *patience is a virtue*, also in intercultural communication. Don't expect to pick up the necessary skills immediately, and give yourself time to fully grasp the best practices.
- Positivity: maintain a positive attitude. Misconceptions and misunderstandings can happen, and it's important to understand that your interlocutor would not purposefully say something unclear or insulting. Language and cultural barriers can distort the message you receive.

Those competencies can greatly increase your skills in intercultural communication.

Parallel to strengthening your communication skills, you should assist your employees and provide trainings. A further idea to enhance cultural sensitivity and raise diversity awareness in the workplace is to celebrate cultural events from all employees, such as diverse new year's celebrations (Croft, 2023).



Image by [ha11ok](#) on [Pixabay](#)

Unit 6. Step-by-step Activity (how to video)

<https://www.youtube.com/watch?v=iLAHweJfvOM&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=15&pp=iAQB>

Unit 7. Additional Learning Resources

- [Cultural Intelligence \(CQ\) Is An Important Predictor Of Success. Here's How To Boost Your CQ](#)

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This resource offers interesting insight into cultural intelligence and provides examples on how to increase one's competence in this important skill.

- [What is intercultural communication?](#)

In this portal you may find interesting material on intercultural communication, definitions, comparisons, and examples.

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Lesson 2

Building diverse teams

Unit 1. Introduction

Assembling a diverse team and building a diverse organisation is no easy task and requires skills and hard intellectual work all the way from the CEO down to lower-level managers. In this Lesson you can explore strategies and leadership tactics that can help you to effectively build a diverse team in your organisation.

Unit 2. Quiz

Question 1

A diverse team can be built simply by giving preference to people who obviously belong to a minority

a. True

b. False

Unit 3. Theoretical chapter

Strategies for building diverse teams

Introduction

Building and managing diverse teams can be a challenge to any manager. Without much experience, a manager will not be able to build a diverse team and manage it with success, and furthermore their definition of diversity will not be up to date.

Which diversity?

A common mistake when building diverse teams is to stick to the visual element and hire people whose diversity is limited to disclosed elements of diversity (race and gender). A successful manager will be able to recognise that diversity is also about elements beyond the visual.

By recognising that diversity goes beyond the openly recognisable elements, a successful manager will build a team that also includes people of diverse sexualities, socioeconomic background, invisible disabilities, etc (Croft, 2023).

Make room for your vision

A diversity-sensitive manager is capable of openly expressing their vision for building a diverse team. They are strict when they build their policies to ensure everyone feels included. Such policies may include zero tolerance strategies for discrimination, harassment, microaggressions, and exclusion, neutral mediators, and others. Furthermore, a manager should guarantee that the workplace is suitable for all people, and pay attention that its physical characteristics are accessible to all. This includes but is not limited to accessible entrance, accessible toilet, disability-friendly offices, kitchens, etc. (ibid.).

Revisit hiring practices

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A diversity-friendly hiring process will attract diverse talents. A manager should make sure the hiring process uses friendly and inclusive language for all people. The job opening should be gender neutral and not use gender language (he/she). This may discourage applicants and worsen the company's diversity. Furthermore, HR should be onboard the development of the company's D&I policy, for them to be able to accordingly reshape the hiring practices (Felber, 2023). The corporate policy on diversity and work-life balance can also be disclosed at the hiring process , to encourage diverse applicants (Croft, *ibid.*).

Combat existing biases

Before building a diverse team, a manager should bear in mind that a workplace cannot be inclusive and safe for people from diverse backgrounds if people already working there share a culture of biases. Even though those biases may be unconscious and the employees sharing them may not be hostile *per se*, a serious training process should precede the active hiring of people from different backgrounds. Inclusivity should be a state of mind and an active process (*ibid.*).

Encourage cooperation

Build small teams made up of people from different backgrounds to work on short-term projects. This will allow employees to get to know diverse colleagues, work with them, and be more understanding and accepting of diversity. The enhanced creativity unleashed during the work of diverse groups will make such cooperations successful and employees will be more willing to work this way (Felber, *ibid.*).

Appoint a diversity champion

You can nominate a colleague who fully understands the company's D&I vision to act as a contact point for diversity-related issues. Employees should also trust this person and feel safe to share with them their thoughts on the company's D&I activities, as well as ideas for improvement (*ibid.*).

Building a diverse team can be a difficult task and will require commitment and resources from the organisation. It will be a serious investment, yet the results of diversity and inclusion speak for themselves, as the previous Modules of this Course have showcased.



Image by [Drazen Zigic](#) on [Freepik](#)

Unit 4. Case Study Activity

Activity on the application of the strategies and techniques of Unit 3

Read the following case study on managing diverse teams (Saylor Academy, 2012).

Kalia works in a large business, managing a diverse team of eight individuals. Two of her employees are in their early 20s, two in their 30s, three in their late 40s, and one in her late 50s. Four members of her team are Caucasian and the other four are Hispanic, African American, Asian, and African. Her younger employees are fairly new, having been there for less than two years. Most of her team members have worked with the organization for 5 to 10 years, and her most senior staff has been there for 25 years, 10 years longer than Kalia has been in her leadership position.

Generally, team members are cordial to one another on the surface, but Kalia knows that there are tensions among some of the staff that have an impact on the success and productiveness of the team. She is aware that one of the younger employees, Robert, is frequently frustrated that his Hispanic co-worker, Ana, defers authority and decision making to others in the team. In conversations with him, she discovers that the younger employee feels Ana should express her opinions more often. Robert's frustration results from his beliefs that everyone on the team should be able to contribute in a shared, democratic process. He feels that when Ana defers her decision making to others, she is not being accountable as a team member.

Margaret, a senior member of the team has picked up on Robert's comments and feels that he is disrespectful of Ana's working style. She has mentioned to him that it could be a "cultural thing" and that he should learn to adapt his behavior and working style to better meet her needs. In response, Robert mutters, "Whatever. You don't know anything about us." Responses like this have led Margaret to believe that he is disrespectful of her knowledge and tenure in the organization.

Frankly, Kalia is tired of managing people's personalities. She feels that people should just learn to adapt to each other's working styles. Even though she believes this, she also believes that a good leader has to unite the team, no matter their differences and working styles. This year, she has made it a goal of hers, and of the team, to resolve these intercultural issues. But given her previous attempts, she does not have high hopes for a successful outcome. The last time she tried to resolve intercultural team issues, she felt like a complete failure. She is concerned about the employees' responses to this next attempt. In fact, every time she thinks about that meeting, she flinches. She just did not have the skill sets to facilitate the conversation in their last meeting. She wonders if this next try will progress her team in any way or whether it will just be another failure.

Then, reflect on the following questions:

- How would you describe Kalia's strategy?
- Do you think Kalia's strategy can work in the long-run?
- What would you do differently if you were in Kalia's place?

Unit 5. Theoretical chapter

Leadership tactics for a diverse and inclusive working environment

Introduction

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Not all organisations achieve their D&I goals. According to some sources, only a few organisations will get exactly where they want vis-à-vis their D&I strategies. In this Unit you can find some leadership tactics that can help your organisation create a diverse and inclusive working environment.

Involve the top tier

A company's CEO and the top ranking leadership should be involved in the company's D&I activities. They should take a public position committing to support a diverse and inclusive corporate culture and take up responsibility for meeting D&I goals.

The top leadership should be asked about representation of marginalised groups within the organisation, the leadership tactics vis-à-vis D&I goals, the visibility to employees regarding such issues, as well as the company's progress towards meeting those goals. Candidates for CEO and other top positions should also be asked on their position and vision regarding Diversity and Inclusion (Cox and Lancefield, 2021).

Anchor D&I in the business strategy

Another common mistake that companies make when developing D&I initiatives is to treat Diversity and Inclusion as a Human Resources issue. This should not be the case.

D&I should be recognised as a core ingredient of the overall business strategy. For this purpose, persons from diverse backgrounds should be involved in setting the wider strategies of the organisations. This is the only way to create a truly representative strategy reflecting the viewpoint of less-privileged people.

Combat bias everywhere

As mentioned before, bias can be unconscious and can be everywhere, including the corporate leadership. Educating and informing the top brass on biases they may unconsciously have is a great method of eradicating discrimination on its source. A diversity-sensitive CEO for example can set the tone for everyone to respect diversity and try to use inclusive language. Furthermore, a company's talent acquisition and management system can function in a more inclusive way when its leadership is aware of their own biases and actively works on overcoming them.

Hold top tier accountable

A company's top leadership should not only go public when announcing plans and visions, but also when things do not go as planned. CEOs and top managers should assume responsibility when D&I outcomes are not met.

Leaders should know what is expected from them, and should be informed and educated on D&I issues. Guided by their knowledge and with full knowledge of what should be achieved – broken down to measurable key performance indicators – they should confidently steer the company's journey to achieve its Diversity and Inclusion goals, and should also be accountable when those goals are not met.

When accountability is clear and the persons who lead the company are also the ones to assume responsibility, the company can better manage failures in its D&I objectives and organise the improvement of its strategy.

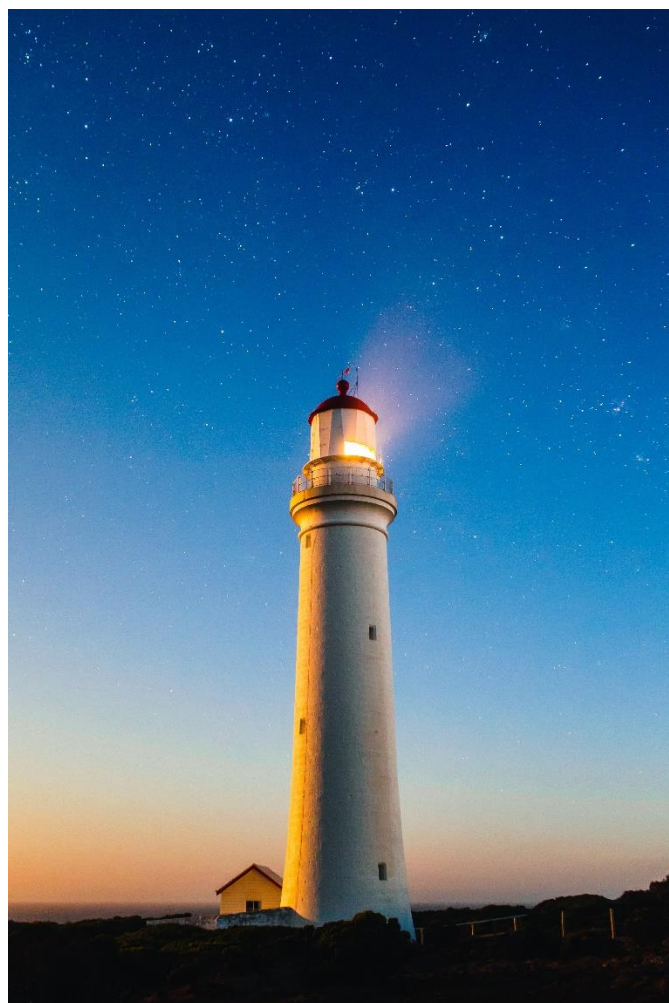


Image by [Joshua Hibber](#) on [Unsplash](#)

Unit 6. Step-by-step Activity (how to video)

D&I sensitive leadership

https://www.youtube.com/watch?v=OaNooUY_5GU&list=PLWjT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=16&pp=iAQB

Unit 7. Additional learning resources

- [6 Strategies For Managing Diversity in the Workplace](#)
Six strategies for managing diversity in the Workplace. Workplace diversity strategies should be a top priority for all businesses. Discover some top strategies for managing a diverse workforce in this resource.
- [How to build a diverse team](#)
This resource offers interesting points on why to build a diverse team and how to get there. It is developed by specialists in the Human Resources sector.

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Lesson 3

Managers-Employees synergies for Diversity

Unit 1. Introduction

In their effort to mainstream Diversity and Inclusion within the corporation, managers are not alone, and this should not be exclusively a top-down process. The present Lesson gives a comprehensive overview of bottom-up practices that encourage the free exchange of ideas and experiences among employees and support the management in its D&I strategy.

Unit 2. Quiz

Question 1

Can Managers and Employees develop synergies to promote Diversity and Inclusion?

- a. Of course
- b. Definitely not

Unit 3. Theoretical chapter

Introduction to Employee Resource Groups (ERG) and their functions

Introduction

In the words of Nilofer Merchant (2012, cited in Hastwell, 2020):

"The social object that unites people isn't a company or a product; the social object that most unites people is a shared value or purpose."

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In the light of the quote above, the people running and working in a corporation are not connected to each other merely by the fact they work for this corporation, nor by the product they are developing. What unites them is the values they are sharing with their colleagues.

Diversity and Inclusion, in its rightful dimension as a banner guiding a corporation towards ensuring a safe and respectful working environment for everyone, constitutes such an important value equally shared by managers and employees.

Employee Resource Groups

In the 1960s, African Americans working at Xerox united to discuss racial tensions within the corporation, thus building the world's first Employee Resource Group (ERG).

An ERG is an organisation led by employees sharing a common background. Such organisations offer employees a free and safe space to express themselves and to discuss topics of concern. This space helps employees feel heard and respected, and the discussions taking place there have a liberating and strengthening effect on the participants.

They therefore encourage employees to pursue their dreams and ideas, a development that in the end fosters innovation and creativity within the corporation. An employee will realise their full potential only when they feel respected and appreciated.

According to Hastwell (2020) ERGs have been mentioned to have achieved the following results:

- Improved work conditions for marginalised groups
- Improved the physical workplace for everyone through the creation of gender-neutral restrooms and accessible physical elements in the building.
- Identified emerging talents and leaders among the underrepresented.
- Helped resolve crises before they escalate.
- Helped individuals share their negative experiences and thus combatted toxic workplace behaviours.

With Diversity and Inclusion becoming more and more relevant for organisations across the globe, ERGs have been found in corporations like Ernst and Young (EY Young Professionals Network) and Microsoft (Women at Microsoft).

Managers should explore all available possibilities to develop ERGs in their corporation. Once they have secured the approval of the top-level management, they can invite employees to form ERGs. ERGs are an ideal opportunity for corporations to actively showcase their support to D&I through meaningful conversations and actions.



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Unit 4. Step-by-step Activity (how to video)

Supporting ERGs and maximising their potential

<https://www.youtube.com/watch?v=j3NL-1Qeca0&list=PLWJT1RSsL25WZrHPbl0DmFpfEU8JoBUE3&index=17&pp=iAQB>

Unit 5. Theoretical chapter

Best practices in ERG and in other synergies for D&I

Studies have illustrated that the most important aspect for an Employee Resource Group's success is effectiveness (Catalino et al., 2022). Employees participating in ineffective ERGs have reported lower inclusion score than employees not participating in any ERG. Employees participating in effective ERGs certainly feel the most included. So how can a corporation ensure the effectiveness of their ERGs?

Below you may find the best practices compiled by Catalino et al. (2022) in their study on ERGs published by McKinsey.

Strategic alignment

Best practice ERGs have a clear purpose and membership basis. To avoid aligning itself with activities and causes that are already the object of another ERG or corporate initiative, an ERG can take the following steps:

- Develop its own charter outlining its purposes and goals;
- Create an annual plans with its priorities and goals for the year;
- Define accountability among its leading members;

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- Decide on measurable outcomes to assess the impact of the ERG's activities;
- Ask for feedback.

Effective communication

Successful ERGs focus on the deliberate and detailed flow of communication to ensure that the reality corresponds to members' expectations. They do so by kindling employee interest and effectively communicating with their members by using the company's communication channels and working together with the company's D&I team.

Inter-organisational networking

Best practice ERGs ensure the active support of the company's top management either through direct links to them (e.g. when the ERG's leadership has good connections to the CEO) or through other better-connected ERGs. Ideally all ERGs would receive equal support by the management. Practice has shown however, that some are better networked than others. In order to avoid running out of resources and organisational support, ERGs should be proactive and establish good connections either with the top management or with other active ERGs.

Recognising ERGs leaders' workload

A corporation that wishes to support ERGs should extend its support also to the leaders of the ERGs. Very often ERG leaders are overburdened by the combination of company-related tasks and their responsibilities at the ERG. Best practice companies recognise the latter as official part of the employee's company workload and include these in their performance reports. The company's support for ERG should go beyond verbal statements and provision of resources. Employees coordinating and supporting the work of ERGs should also be rewarded or at least assisted.



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To sum up, ERGs are a powerful tool in the hand of management and employees alike. Diversity and Inclusion-sensitive corporations should not hesitate to encourage ERGs within their corporation, but bearing in mind the tips provided in this Unit to guarantee the smoothest and most effective function of the ERG (ibid.).

Unit 6. Case Study Activity

ERGs at a global company

Read through the following text on Microsoft's efforts to encourage ERGs.

Microsoft Employee Resource Groups: Building Community

In our mission to empower everybody to achieve more, we at Microsoft strive to create an environment that brings the power of diversity to life. It is important that all our teammates — people with different backgrounds and experiences — support and celebrate each other, and create an environment where we all can thrive and use our passions. Our Employee Resource Groups (ERGs) are one way we build this community. These groups connect our teams across identities to provide career development, networking, and mentorship, while also hosting activities that promote community engagement and cultural awareness. We're lucky to have five ERGs here at NERD, and are always excited to bring more to the table. Get to know these core groups and how their unique personalities, activities, and vision help Microsoft empower everyone.

HOLA

The Hispanic/Latinx Organization of Leaders in Action, or HOLA, works to recruit, retain, and advance current and future Hispanic and Latinx employees at Microsoft. Ernesto Lara, senior engineering manager and chapter lead of HOLA at NERD, helps HOLA function as a resource for the Hispanic/Latinx community at NERD, from site-wide events during Hispanic Heritage Month to diversity and inclusion seminars to recruitment efforts that build a pipeline of inclusion into technology.

BAM

BAM, the employee resource group for Black and African employees at Microsoft, hosts speaker series and various mentoring programs that connect the Microsoft community to students, future employees, and beyond. From a scholarship program for high school seniors pursuing a career in technology to Minority Student Day, a chance for students to see Microsoft's campus (and its career opportunities) up close.

GLEAM

Our LGBTQI+ employee resource group, the Global LGBTQI+ Employees and Allies at Microsoft (GLEAM), prioritizes raising awareness about the LGBTQI+ community and increasing ally engagement. Through driving LGBTQI+-inclusive changes to Microsoft's company policy, providing networking opportunities to the community, working with community non-profits, and hosting educational activities, GLEAM is driven to raise awareness about the LGBTQI+ community and increase ally engagement.

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AZN

Microsoft's Asian ERG group represents 17 ethnicity groups — and here at NERD, it's called AZN. Jina Yoon, program manager on our Intune team, works on AZN's leadership team to bring events, cultural exchanges, and learning opportunities to the NERD community. The group works in line with the Microsoft-wide ERG to provide knowledge and insights on technology and business trends for Asian markets, empowering everyone, regardless of life experiences, to achieve more.

Women@Microsoft

Kristin Lieber, Data Scientist with Microsoft's Artificial Intelligence Development Acceleration Program (MAIDAP), works with Women@NERD, our local chapter of Women at Microsoft. Women@Microsoft's mission is to attract, retain, and develop women around the world. From sparking girls' interest in technology, working with women-forward organizations, and providing networking, mentoring, and other professional development resources, Women@Microsoft works to break the gender gap in technology and empower women to bring their whole selves to work.

Allyship

We all do better when we're both diverse and inclusive," says Eric Jewart, group engineering manager on our Intune team. Jewart understands the importance of ERGs, even as someone who does not necessarily identify as these unique identities. By providing allyship — and encouraging it among his team — Jewart helps everyone come together to build an inclusive and diverse environment at NERD.

Now please contemplate on the following questions:

- What does Microsoft envisage through supporting ERGs?
- Which groups of diverse people do Microsoft's ERGs address?
- Regarding objectives and ways to achieve them, what do those groups have in common? And what differences do they have?
- How does Microsoft engage people who do not belong to any diverse group in its D&I process?

Unit 7. Additional Learning Resources

- [Europe's LGBTQIA+ Employee Resource Group Gets Down to Business](#)

An article on how LGBTQIA+ employees at Levi Strauss & Co. LGBTQIA+ came together during a difficult time, sought to build a community, and developed their own ERG, titled "Unlabeled".

- [Guide to employee resource groups: The critical ins and outs](#)

Connecting colleagues with similar histories and identities has proven an excellent approach to foster workplace communities. However, ERGs are nuanced, and their role

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is evolving. This guide will provide you with the context and resources you require to comprehend Employee Resource Groups.

Unit 8. References

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